

U.S. Department of Justice

Washington, DC 20530

Supplemental Statement**Pursuant to the Foreign Agents Registration Act of 1938, as amended**For Six Month Period Ending 11/30/2013

(Insert date)

I - REGISTRANT

1. (a) Name of Registrant

AB&C Philadelphia LLC

(b) Registration No.

6043

(c) Business Address(es) of Registrant

125 S. 9th Street

Suite 801

Philadelphia, PA 19107

2. Has there been a change in the information previously furnished in connection with the following?

(a) If an individual:

(1) Residence address(es) Yes ☐ No ☐(2) Citizenship Yes ☐ No ☐(3) Occupation Yes ☐ No ☐

(b) If an organization:

(1) Name Yes ☐ No ☒(2) Ownership or control Yes ☐ No ☒(3) Branch offices Yes ☐ No ☒

(c) Explain fully all changes, if any, indicated in Items (a) and (b) above.

IF THE REGISTRANT IS AN INDIVIDUAL, OMIT RESPONSE TO ITEMS 3, 4, AND 5(a).3. If you have previously filed Exhibit C¹, state whether any changes therein have occurred during this 6 month reporting period.Yes ☐ No ☐If yes, have you filed an amendment to the Exhibit C? Yes ☐ No ☐

If no, please attach the required amendment.

¹ The Exhibit C, for which no printed form is provided, consists of a true copy of the charter, articles of incorporation, association, and by laws of a registrant that is an organization. (A waiver of the requirement to file an Exhibit C may be obtained for good cause upon written application to the Assistant Attorney General, National Security Division, U.S. Department of Justice, Washington, DC 20530.)

4. (a) Have any persons ceased acting as partners, officers, directors or similar officials of the registrant during this 6 month reporting period?

Yes ☐ No ☒

If yes, furnish the following information:

Name	Position	Date Connection Ended
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(b) Have any persons become partners, officers, directors or similar officials during this 6 month reporting period?

Yes ☐ No ☒

If yes, furnish the following information:

Name	Residence Address	Citizenship	Position	Date Assumed
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5. (a) Has any person named in Item 4(b) rendered services directly in furtherance of the interests of any foreign principal?

Yes ☐ No ☒

If yes, identify each such person and describe the service rendered.

(b) During this six month reporting period, has the registrant hired as employees or in any other capacity, any persons who rendered or will render services to the registrant directly in furtherance of the interests of any foreign principal(s) in other than a clerical or secretarial, or in a related or similar capacity? Yes ☐ No ☒

Name	Residence Address	Citizenship	Position	Date Assumed
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(c) Have any employees or individuals, who have filed a short form registration statement, terminated their employment or connection with the registrant during this 6 month reporting period? Yes ☐ No ☒

If yes, furnish the following information:

Name	Position or Connection	Date Terminated
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(d) Have any employees or individuals, who have filed a short form registration statement, terminated their connection with any foreign principal during this 6 month reporting period? Yes ☐ No ☒

If yes, furnish the following information:

Name	Position or Connection	Foreign Principal	Date Terminated
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6. Have short form registration statements been filed by all of the persons named in Items 5(a) and 5(b) of the supplemental statement?

Yes ☒ No ☐

If no, list names of persons who have not filed the required statement.

II - FOREIGN PRINCIPAL

7. Has your connection with any foreign principal ended during this 6 month reporting period? Yes ☐ No ☒
If yes, furnish the following information:

Foreign Principal

Date of Termination

8. Have you acquired any new foreign principal(s)² during this 6 month reporting period? Yes ☐ No ☒
If yes, furnish the following information:

Name and Address of Foreign Principal(s)

Date Acquired

9. In addition to those named in Items 7 and 8, if any, list foreign principal(s)² whom you continued to represent during the 6 month reporting period.

Netherlands Foreign Investment Agency

10. (a) Have you filed exhibits for the newly acquired foreign principal(s), if any, listed in Item 8?

Exhibit A³ Yes ☐ No ☐Exhibit B⁴ Yes ☐ No ☐

If no, please attach the required exhibit.

- (b) Have there been any changes in the Exhibits A and B previously filed for any foreign principal whom you represented during this six month period? Yes ☐ No ☒

If yes, have you filed an amendment to these exhibits? Yes ☐ No ☐

If no, please attach the required amendment.

² The term "foreign principal" includes, in addition to those defined in section 1(b) of the Act, an individual organization any of whose activities are directly or indirectly supervised, directed, controlled, financed, or subsidized in whole or in major part by a foreign government, foreign political party, foreign organization or foreign individual. (See Rule 100(a) (9)). A registrant who represents more than one foreign principal is required to list in the statements he files under the Act only those principals for whom he is not entitled to claim exemption under Section 3 of the Act. (See Rule 208.)

³ The Exhibit A, which is filed on Form NSD-3 (Formerly CRM-157) sets forth the information required to be disclosed concerning each foreign principal.

⁴ The Exhibit B, which is filed on Form NSD-4 (Formerly CRM-155) sets forth the information concerning the agreement or understanding between the registrant and the foreign principal.

III - ACTIVITIES

11. During this 6 month reporting period, have you engaged in any activities for or rendered any services to any foreign principal named in Items 7, 8, or 9 of this statement? Yes ☒ No ☐

If yes, identify each foreign principal and describe in full detail your activities and services:

Netherlands Foreign Investment Agency - Public Relations and Advertising Services

Research, writing, design, layout, printing, mailing, emailing NFIA newsletter and promotional news via mail, websites, etc
Media Management

12. During this 6 month reporting period, have you on behalf of any foreign principal engaged in political activity⁵ as defined below? Yes ☐ No ☒

If yes, identify each such foreign principal and describe in full detail all such political activity, indicating, among other things, the relations, interests and policies sought to be influenced and the means employed to achieve this purpose. If the registrant arranged, sponsored or delivered speeches, lectures or radio and TV broadcasts, give details as to dates, places of delivery, names of speakers and subject matter.

13. In addition to the above described activities, if any, have you engaged in activity on your own behalf which benefits your foreign principal(s)? Yes ☐ No ☒

If yes, describe fully.

⁵ The term "political activity" means any activity that the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting or changing the domestic or foreign policies of the United States or with reference to political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

IV - FINANCIAL INFORMATION

14. (a) RECEIPTS-MONIES

During this 6 month reporting period, have you received from any foreign principal named in Items 7, 8, or 9 of this statement, or from any other source, for or in the interests of any such foreign principal, any contributions, income or money either as compensation or otherwise? Yes ☒ No ☐

If no, explain why.

If yes, set forth below in the required detail and separately for each foreign principal an account of such monies.⁶

Date	From Whom	Purpose	Amount
7/2 7/18	NFIA	Public Relations and Advertising Services	44,910.32
8/1	NFIA	Public Relations and Advertising Services	20,000.00
9/16	NFIA	Public Relations and Advertising Services	89,460.86
10/9	NFIA	Public Relations and Advertising Services	2,941.18
11/8 11/20	NFIA	Public Relations and Advertising Services	93,445.58
11/21 11/22	NFIA	Public Relations and Advertising Services	29,529.40

280,287.34

Total

(b) RECEIPTS - FUNDRAISING CAMPAIGN

During this 6 month reporting period, have you received, as part of a fundraising campaign⁷, any money on behalf of any foreign principal named in Items 7, 8, or 9 of this statement? Yes ☐ No ☒

If yes, have you filed an Exhibit D to your registration? Yes ☐ No ☐

If yes, indicate the date the Exhibit D was filed. Date _____

(c) RECEIPTS-THINGS OF VALUE

During this 6 month reporting period, have you received any thing of value⁹ other than money from any foreign principal named in Items 7, 8, or 9 of this statement, or from any other source, for or in the interests of any such foreign principal?

Yes ☐ No ☒

If yes, furnish the following information:

Foreign Principal	Date Received	Thing of Value	Purpose
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6, 7 A registrant is required to file an Exhibit D if he collects or receives contributions, loans, moneys, or other things of value for a foreign principal, as part of a fundraising campaign. (See Rule 201(e)).

8 An Exhibit D, for which no printed form is provided, sets forth an account of money collected or received as a result of a fundraising campaign and transmitted for a foreign principal.

9 Things of value include but are not limited to gifts, interest free loans, expense free travel, favored stock purchases, exclusive rights, favored treatment over competitors, "kickbacks," and the like.

15. (a) DISBURSEMENTS-MONIES

During this 6 month reporting period, have you

(1) disbursed or expended monies in connection with activity on behalf of any foreign principal named in Items 7, 8, or 9 of this statement? Yes ☒ No ☐(2) transmitted monies to any such foreign principal? Yes ☐ No ☐

If no, explain in full detail why there were no disbursements made on behalf of any foreign principal.

If yes, set forth below in the required detail and separately for each foreign principal an account of such monies, including monies transmitted, if any, to each foreign principal.

Date	To Whom	Purpose	Amount
June 2013	various media outlets	media placement	18,398.42
June 2013	Institute of Food Technology	webcast production	12,500.00
June 2013	PR Newswire	distribution services	710.00
July 2013	various media outlets	media placement	4,199.88
July 2013	Ferry Associates	mail house services	8,125.02
July 2013	Listtrak	mail house services	3,635.00
August 2013	various media outlets	media placement	10,947.19
September 2013	various media outlets	media placement	17,153.58
September 2013	Associates Graphics	printing	397.70
October 2013	various media outlets	media placement	10,429.35
November 2013	various media outlets	media placement	34,385.00
November 2013	Getty Images	photography	370.80

121,251.94

Total

(b) **DISBURSEMENTS-THINGS OF VALUE**

During this 6 month reporting period, have you disposed of anything of value¹⁰ other than money in furtherance of or in connection with activities on behalf of any foreign principal named in Items 7, 8, or 9 of this statement?

Yes ☐ No ☒

If yes, furnish the following information:

Date	Recipient	Foreign Principal	Thing of Value	Purpose
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(c) **DISBURSEMENTS-POLITICAL CONTRIBUTIONS**

During this 6 month reporting period, have you from your own funds and on your own behalf either directly or through any other person, made any contributions of money or other things of value¹¹ in connection with an election to any political office, or in connection with any primary election, convention, or caucus held to select candidates for political office?

Yes ☐ No ☒

If yes, furnish the following information:

Date	Amount or Thing of Value	Political Organization or Candidate	Location of Event
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10, 11 Things of value include but are not limited to gifts, interest free loans, expense free travel, favored stock purchases, exclusive rights, favored treatment over competitors, "kickbacks" and the like.

V - INFORMATIONAL MATERIALS

16. (a) During this 6 month reporting period, did you prepare, disseminate or cause to be disseminated any informational materials?¹²
 Yes ☒ No ☐

If Yes, go to Item 17.

- (b) If you answered No to Item 16(a), do you disseminate any material in connection with your registration?

Yes ☐ No ☐

If Yes, please forward the materials disseminated during the six month period to the Registration Unit for review.

17. Identify each such foreign principal.

Netherlands Foreign Investment Agency

18. During this 6 month reporting period, has any foreign principal established a budget or allocated a specified sum of money to finance your activities in preparing or disseminating informational materials? Yes ☒ No ☐

If yes, identify each such foreign principal, specify amount, and indicate for what period of time.

Netherlands Financial Investment Agency - June 1, 2013 through November 30, 2013 \$280,288

19. During this 6 month reporting period, did your activities in preparing, disseminating or causing the dissemination of informational materials include the use of any of the following:

☐ Radio or TV broadcasts ☒ Magazine or newspaper ☐ Motion picture films ☐ Letters or telegrams
☒ Advertising campaigns ☒ Press releases ☒ Pamphlets or other publications ☐ Lectures or speeches
☒ Other (specify) internet banner ads

Electronic Communications

☒ Email

☐ Website URL(s): _____

☒ Social media websites URL(s): _____

☒ Other (specify) banner ads

20. During this 6 month reporting period, did you disseminate or cause to be disseminated informational materials among any of the following groups:

☐ Public officials ☒ Newspapers ☐ Libraries
☐ Legislators ☒ Editors ☐ Educational institutions
☐ Government agencies ☐ Civic groups or associations ☐ Nationality groups
☒ Other (specify) Businesses

21. What language was used in the informational materials:

☒ English

☐ Other (specify) _____

22. Did you file with the Registration Unit, U.S. Department of Justice a copy of each item of such informational materials disseminated or caused to be disseminated during this 6 month reporting period? Yes ☐ No ☒

23. Did you label each item of such informational materials with the statement required by Section 4(b) of the Act?

Yes ☒ No ☐

12 The term informational materials includes any oral, visual, graphic, written, or pictorial information or matter of any kind, including that published by means of advertising, books, periodicals, newspapers, lectures, broadcasts, motion pictures, or any means or instrumentality of interstate or foreign commerce or otherwise. Informational materials disseminated by an agent of a foreign principal as part of an activity in itself exempt from registration, or an activity which by itself would not require registration, need not be filed pursuant to Section 4(b) of the Act.

VI - EXECUTION

In accordance with 28 U.S.C. § 1746, the undersigned swear(s) or affirm(s) under penalty of perjury that he/she has (they have) read the information set forth in this registration statement and the attached exhibits and that he/she is (they are) familiar with the contents thereof and that such contents are in their entirety true and accurate to the best of his/her (their) knowledge and belief, except that the undersigned make(s) no representation as to truth or accuracy of the information contained in the attached Short Form Registration Statement(s), if any, insofar as such information is not within his/her (their) personal knowledge.

(Date of signature)

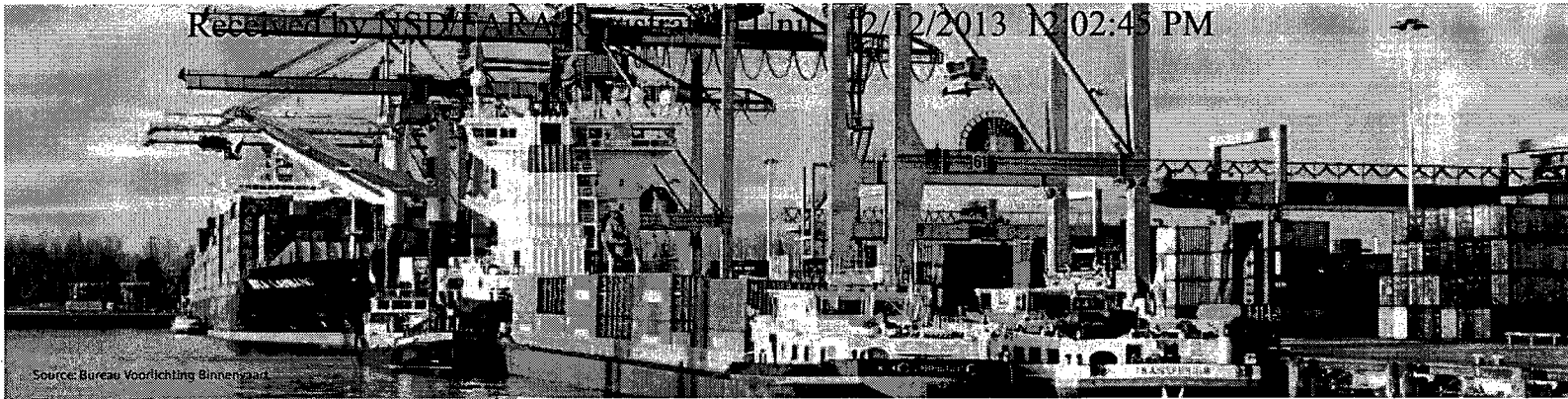
(Print or type name under each signature or provide electronic signature¹³)

December 11, 2013

/s/ Linda H Shopa

eSigned

¹³ This statement shall be signed by the individual agent, if the registrant is an individual, or by a majority of those partners, officers, directors or persons performing similar functions, if the registrant is an organization, except that the organization can, by power of attorney, authorize one or more individuals to execute this statement on its behalf.



Source: Bureau Voorlichting Binnenvaart



Source: Amsterdam Toerisme & Congres Bureau (ATCB)

THE NETHERLANDS

EUROPE'S BEST COUNTRY FOR BUSINESS



Source: NL Agency



Source: Amsterdam Toerisme & Congres Bureau (ATCB)

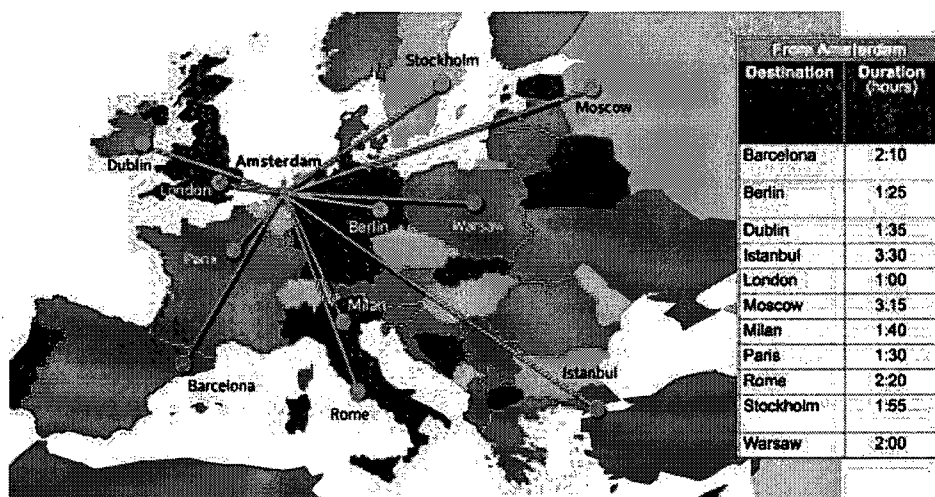


Pioneers in international business

According to global business information leader Bloomberg, the Netherlands is **Europe's Best Country for Business** and ranked number four overall in the world. Bloomberg's rankings are based on factors such as degree of economic integration, cost of setting up a business, and cost of labor and material. Just a few reasons why so many North American firms — Cisco, Mead Johnson, Nike, Starbucks, Booking.com, NetApp, Forever 21 and Tesla Motors — have their European headquarters there.

"The Netherlands has established itself as a leading site for European headquarters for many U.S. companies. As a pro-business country, the Netherlands offered a climate to successfully compete in Europe."

Steve Meyer, President and CEO
Welch Allyn



A strategic location

Choosing a suitable location in Europe is not easy. Do you go to an English-speaking country such as Ireland or the UK, or do you want to be on the continent, close to where most of Europe's 500 million consumers are?

The Netherlands offers you the best of both worlds: It's long been the Gateway to Europe, with nearly half of Europe's population within a 600-mile radius. Plus, 90% of the Dutch speak English, which is the lingua franca in much of the Dutch business world. At the same time, the Netherlands is rooted firmly on the European continent, and finding employees who speak a third or a fourth language, such as German or French, is very easy.

"From our research we understood that the Netherlands was one of the key countries where many international companies have settled their headquarters and logistics. It's a centralized location within the European community... and we were of course mindful of the benefits offered by the Netherlands in the areas of duties, taxes and other business matters."

Young Kwon, General Counsel
Forever 21

Rankings of European Business Locations

1. Netherlands	75.3%
2. Germany	74.6%
3. Denmark	73.8%
4. UK	73.4%
5. Austria	73.2%
6. Sweden	72.8%
7. Belgium	72.5%
8. France	71.9%
9. Finland	71.4%
10. Spain	71.0%
11. Switzerland	70.0%
12. Norway	69.8%
13. Poland	69.7%
14. Ireland	69.2%
15. Italy	68.6%

Source: Bloomberg 2013, Best Countries for Business

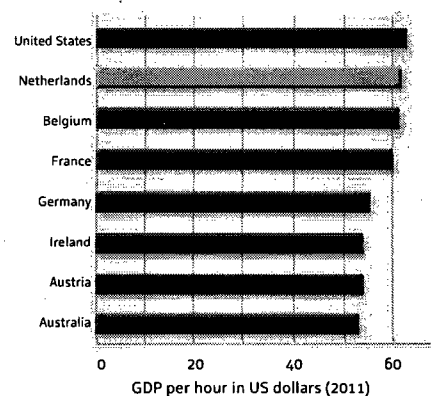
Language skills

Language skills are meeting the needs of enterprises



Source: IMD WCI Executive Opinion Survey based on an index from 0 to 10
© IMD World Competitiveness Online 1995-2013 (Updated: May 2012)

High productivity per hour



The Conference Board and Groningen Growth and Development Centre, 2012

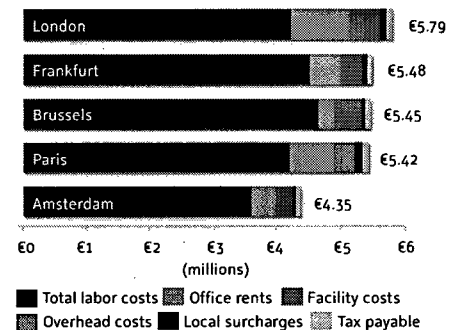
Like the U.S. workforce, Dutch workers are among the most productive in the world. But, unlike most European countries, the Netherlands offers highly skilled immigrants the “red carpet” treatment, which makes it easy to hire talented people from outside of the EU. It also has a favorable (30%) income tax exemption for expatriates.

Major cities

	Spatial Adjusted Liveability Index	EIU Liveability Index (major cities only)
Hong Kong	1	10
Amsterdam	2	8
Osaka	3	3
Paris	4	5
Sydney	5	2
Stockholm	6	4
Berlin	7	7
Toronto	8	1
Munich	9	9
Tokyo	10	6

Source: 2012, Economist Intelligence Unit

European headquarters' costs in major European cities



Aggregated cost comparison for a medium-sized headquarters (50 FTE, 20 m² per employee, A-class office space)
Source: E&Y, 2012



“Amsterdam has always been an important center of commerce – a gateway to continental Europe. But more importantly... Amsterdam’s creative spirit and openness to new ideas makes it a very appealing place to set up shop.”

Lee Newman, Managing Director of the Amsterdam Office, Wieden+Kennedy

A preferred hub for European headquarters

The Amsterdam-The Hague-Rotterdam Metropolitan Area has eight million inhabitants. Much like San Francisco’s Bay Area, it is set up as a multipolar urban system, with numerous centers

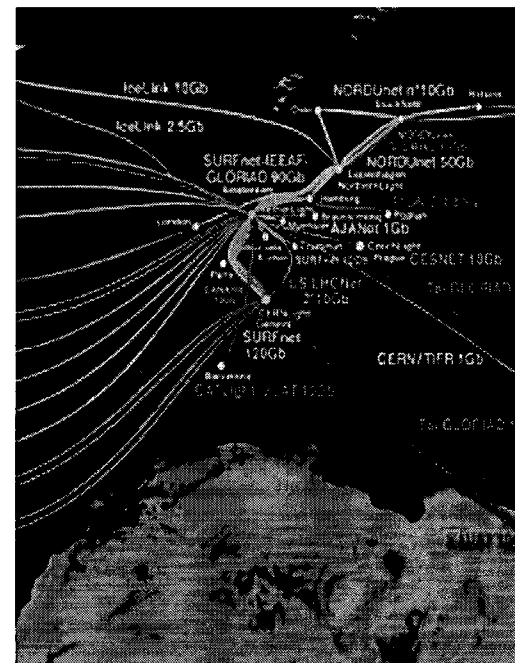
of near-equal importance close to one another. This helps make it one of the world’s most accessible and liveable metropolitan areas.

Amsterdam Airport Schiphol is Europe’s fourth-largest airport. It has repeatedly received top honors from travelers, again winning Best Airport in Europe at the 2012 World Airport Awards. More important, the airport is well connected to both national and international rail and is only 20 minutes from the center of Amsterdam.



Source: NBTC – Jochen Tack

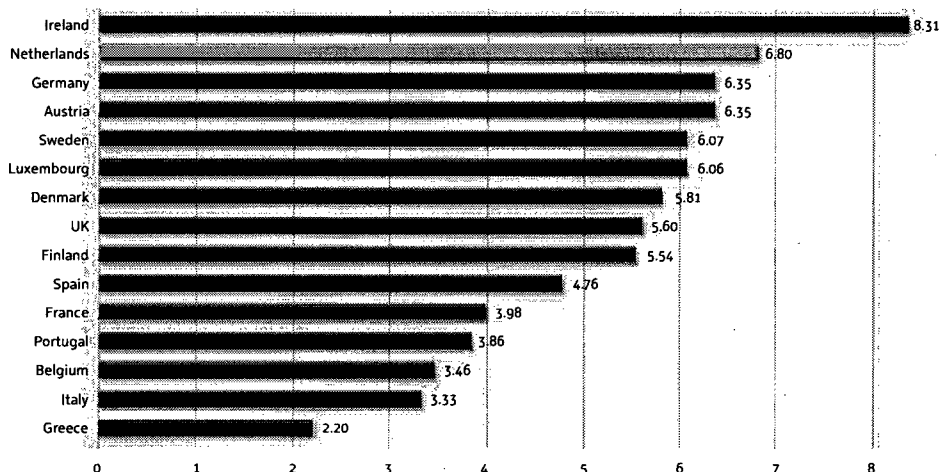
The Netherlands is also one of Europe’s most wired countries. It is at the core of Europe’s digital backbone – home to the Amsterdam Internet Exchange. Out of the 15 transatlantic data cables, 11 come ashore in the Netherlands.



A stable and business-friendly government

In the Netherlands' democratic system, no single party wins an absolute majority. This makes the business climate very stable. Both historically and today, the Netherlands has one of the lowest budget deficits in Europe. All reasons why the Dutch tax system is among the most stable and business-friendly in Europe.

Real corporate taxes do not discourage entrepreneurial activity (Europe-15)



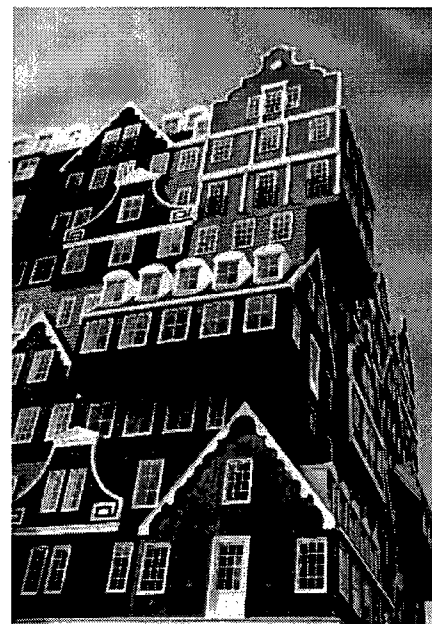
Source: IMD World Competitiveness Report Online, May 2012 update

Jump-start your European operations

For 35 years, the Netherlands Foreign Investment Agency (NFIA), an operational unit of the Dutch Ministry of Economic Affairs, has helped thousands of U.S. companies to establish or expand their businesses in the Netherlands. Our services are confidential and free of charge, and include expert guidance on issues such as taxation, government incentives, recruitment and site selection. Further, we provide introductions to potential partners and into relevant networks in business and government. NFIA also organizes tailor-made fact-finding trips with our network of regional economic development partners. Let us help make your transition into the European marketplace as smooth and profitable as possible.

"The Netherlands' favorable tax structure and relative lack of bureaucratic red tape is critical."

Fritz Meijaard, CFO for EMEA and General Manager European Headquarters Office, NetApp



Source: WAM Architects

"If I were advising another early-stage company in this market about setting up a European operation, I'd tell them to go right to the Netherlands and forget the rest. Compared with our experience elsewhere, NFIA was far more organized and more focused."

Desmond Hirson, CEO
VisualSonics

Industries

ICT | Creative Industries | Logistics | Life Sciences & Health |
Agrifood | Chemical | High-Tech Systems & Materials | Energy

Netherlands Foreign Investment Agency

nfia.com



Pioneers in international business

Dutch Developments

Netherlands Investment News

Volume XXXIV, 2013, No. 1 A publication of the Netherlands Foreign Investment Agency

WHAT'S INSIDE

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- 3 RECENT MEDIA TOURS
- 4 FOCUS ON: MEDICAL IMAGING

OF INTEREST

Plugging In/Charging Up

According to *The New York Times*, the number of plug-in electric vehicles in the Netherlands soared eightfold to about 7,500 last year. The country is developing a rapidly expanding national grid of charging stations. Most of the vehicles serve as the family's primary form of transportation.

Current Rankings

The Netherlands ranked sixth in the annual Ernst & Young World Globalization Index for 2012, an improvement of two spots from the previous year. On GE's Global Innovation Barometer (a survey of nearly 3,000 senior business executives worldwide), the Netherlands came in 12th place. And, according to the 2013 Innovation Union Scoreboard from the European Commission, the Netherlands ranks fifth among EU member states for innovation.

Biofuel Flights

KLM, Delta Airlines, Schiphol Group, and the Port Authority of New York and New Jersey have jointly announced the launch of intercontinental KLM flights fueled by second-generation biofuel. After an opening ceremony in March at the Green Space at Schiphol's Pier E, a biofuel-powered flight departed for New York's JFK International Airport, the first of weekly biofuel flights between the two airports.



Pioneers in international business

NETHERLANDS POSTS HIGHLY FAVORABLE FOREIGN DIRECT INVESTMENT RESULTS FOR 2012

Despite continuing difficult economic times, the Netherlands remains a powerful magnet for worldwide foreign direct investment (FDI), posting impressive results for 2012. The Netherlands Foreign Investment Agency (NFIA) supported the attraction of 170 foreign investment projects, representing 5,166 jobs and planned investment of \$1.248 billion.

While more than half of the projects originated in Asia, North America recorded 36 percent of the total. The United States maintains its top spot as the leading single-country investor overall with 58 projects, a healthy increase over the previous year's sum of 46. China posted 31 projects, Korea 19, Japan 4 and Taiwan 10 to round out the top five.

Forty-one of United States' 58 projects were initial investments into the Netherlands. Adding in three projects from Canada and one from Mexico, the North American totals are 62 projects, 2,435 jobs and \$495.1 million investment. All three of these figures represent substantial boosts from 2011.

"The Netherlands succeeded in attracting

many high-quality projects in the past year, which resulted in the establishment of European headquarters operations, research and development activities, and strategic manufacturing," said NFIA Commissioner Bas Pulles. "The share of high-quality projects increased for the fifth consecutive year to 49 percent in number of projects and even to 70 percent in number of jobs."

In the U.S., a total of 17 European headquarters projects edged out the number attributed to marketing and sales activity (16). Similar to the last several years, the ICT sector led the way with the most projects (14), followed by Life Sciences and Health (8).

The list of successful projects in 2012 includes the global headquarters for D.E. Master Blenders 1753 (Sara Lee spinoff) in Amsterdam and the new European headquarters and R&D facilities for Avery Dennison. Noteworthy projects in the U.S. include European headquarters for Reach Local, Envivo and Dawn Food Products, as well as a manufacturing expansion for Invista.

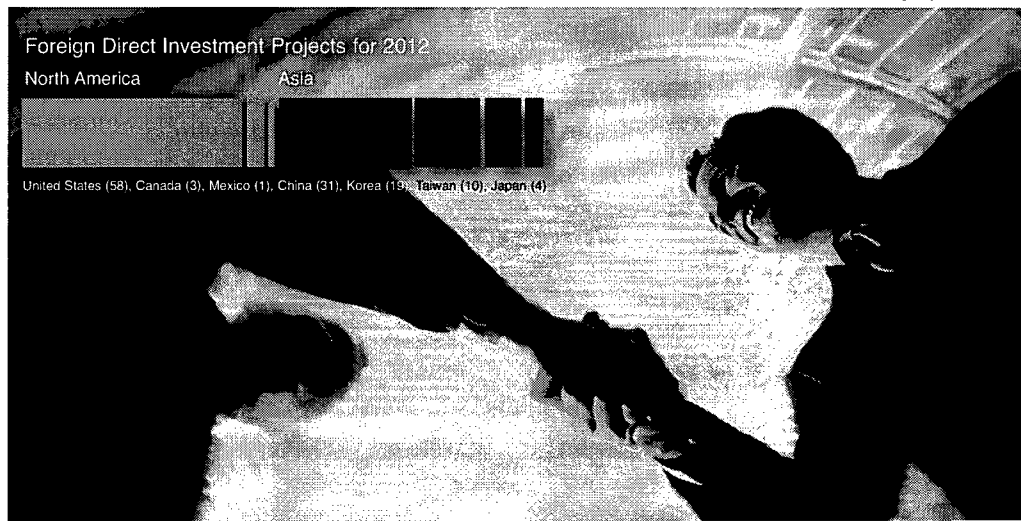
Source: NL Agency

Foreign Direct Investment Projects for 2012

North America

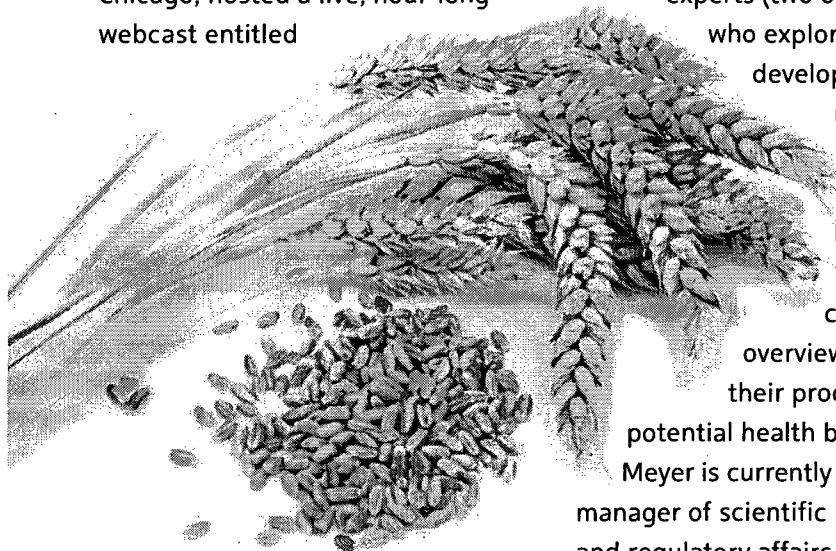
Asia

United States (58), Canada (3), Mexico (1), China (31), Korea (19), Taiwan (10), Japan (4)



INSTITUTE OF FOOD TECHNOLOGISTS PRESENTS PREBIOTICS WEBCAST

On June 13, the Institute of Food Technologists (IFT), based in Chicago, hosted a live, hour-long webcast entitled



“Prebiotics: What’s New in the Netherlands and United States,” sponsored by NFIA. For more than 70 years, IFT has served as a leading advocate for food science, creating a global forum where members from more than 100 countries connect both in person, through scientific and technical education venues and forums such as the world’s largest annual food expo, and virtually, through publications and webcasts such as this one.

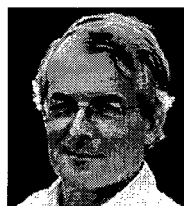
More than 250 registrants viewed

and listened to three presentations by leading industry and academic experts (two of them Dutch) who explored the latest developments and research in this field.

Dr. Diederick Meyer started off the webcast with a brief overview of prebiotics, their production and potential health benefits. Dr. Meyer is currently

manager of scientific and regulatory affairs for Netherlands-based Sensus, a business group of the Royal Cosun Cooperative, that produces and markets inulin (a polysaccharide prebiotic) from chicory roots.

Next up was Professor Fons Voragen, who is associated with the Laboratory of Food Chemistry at Wageningen University. His research expertise



is in the area of cereal products, enzymes, polysaccharides and proteins. His presentation focused on various research initiatives at the Carbohydrate Competence Center, a public-private partnership based in Groningen, involving 19 private companies and six knowledge institutes. Among other subjects, he discussed new tools for the rapid detection and validation of health-promoting effects of various carbohydrates.

The final presenter was Dr. Joanne Slavin, a professor in the Department of Food Science and Nutrition at the University of Minnesota. She addressed the health benefits of dietary and functional fibers, fiber’s effects throughout the GI tract, and today’s regulatory status for prebiotics and fiber.

Throughout the webcast, a strong case was made for the partnership of companies and academic institutes in the Netherlands working together to develop multidisciplinary approaches to further research and build technology in the area of prebiotics. A short question-and-answer session concluded the session.

For those wishing to view the webcast on-demand, link to: www.ift.org/knowledge-center/learn-online



New NFIA Executive Director for North America

On August 1, Jan-Emile van Rossum will assume the post of NFIA’s Executive Director in North America. He will be based at the Netherlands Embassy in Washington, D.C.

For the last three years van Rossum has served in The Hague as Director for Strategic Acquisition. He created this new unit within the NFIA and recruited external professionals from the business community to help integrate the strategic acquisition process within the governmental network.

Prior to that post, he was with the Department of Foreign Affairs as the Deputy Head of the Economic Section at the Netherlands Embassy in Tokyo for four years.

Van Rossum graduated from the University of Utrecht with a degree in history and began his career as an IT manager and consultant with several corporate firms, including Coopers & Lybrand. He entered government service in 2003 with the Agency for International Business and Cooperation (EVD) as Manager of the Western Europe Section and then subsequently as Manager of Collective Trade Promotion.



RECENT MOVE-INS

Twitter, the popular social networking site, has announced plans to open an office in Amsterdam. Company officials said the popularity of Twitter in the Netherlands is one of the main reasons the company has decided to locate an office there. The Amsterdam office will be a sales office, as Twitter moves forward with plans to sell advertising and sponsored tweets on a country-specific basis.

Human resources firm **Alcott HR Group** (Farmingdale, NY) recently announced plans to open its first international office in Almelo. The company provides administrative, benefits and payroll services, and mainly caters to small and medium-sized businesses.

Located in Lancaster, PA, **Hair Direct**, a manufacturer of custom hair systems and hair maintenance products, has opened a fulfillment center in Almere. The new location will help better service its European clientele by offering a wider

selection of products, faster delivery of orders, reduced shipping costs and faster returns processing.

A global producer of polymers and fibers, **INVISTA**, based in Wichita, KS, has started production at its new polyamide salt plant. The plant is an expansion of the company's polymer facility in the Rozenburg area, at the Port of Rotterdam. The polymer manufactured at the site is used in applications such as car parts, airbags and tires, carpeting, and even clothing.

San Francisco-based **Optimizely** recently launched its European headquarters in Amsterdam. A commercial website optimization firm founded by two former Google employees, the firm created a world-class, easy-to-use platform designed to help companies make better data-driven decisions.

Chartboost, headquartered in San Francisco, develops platforms for mobile

games and has opened its first international office in Amsterdam. The new location enables the company to provide real-time support to the one-third of Chartboost developers who are already based in Europe. Chartboost is a games-only technology platform that helps developers reach more users and increase profits. The company powers more than 16,000 games, and its network reaches more than 300 million unique monthly devices and drives more than eight billion game sessions per month.

Thinking Phone Networks, a cloud-based unified communications service based in Cambridge, MA, has established its European headquarters in Amsterdam. In doing so, the company has also expanded its operations to the Europe, Middle East and Africa (EMEA) region. Thinking Phone plans for the new office to respond to increased regional demand and allow better coordination of sales, marketing and operations in the region.

Media Tours Highlight Dutch Agrifood and International Business Sectors

Editors covering the food and economic development sectors recently got an up-close look at those industries during two media tours to the Netherlands.

In October, editors from *Food Technology*, *Food Manufacturing*, *Food Logistics*, *Food Engineering*, and *Site Selection* visited the Netherlands for "A Taste of Holland." For a full week, the journalists explored innovation and technology in the Dutch food sector, with particular emphasis on sustainability, health and medical nutrition.

The Netherlands is home to one of the world's largest and most advanced agrifood clusters, known as Food Valley, employing 10,000 people at more than 100 research-driven companies and institutes. The tour highlighted a mix of global firms and cutting-edge start-ups, as well as world-renowned research and academic settings.

As part of the tour, journalists visited research institutions like TNO Food & Nutrition, and met with government and industry leaders. The trip also included a visit to the Food Valley Expo, an annual trade show that highlights some of the latest

innovation in the Dutch agrifood sector.

In January, the City of Amsterdam invited editors from the economic development arena to visit Amsterdam, in celebration of its 400th anniversary as an international business city. The "Amsterdam: Golden Age" tour included editors from the U.S. and international publications. The reporters experienced what makes Amsterdam an ideal business locale, including a meeting and discussion with Amsterdam Mayor Eberhard van der Laan, and a visit to local businesses, including the creative companies lining the city's famous canals.

In an article for his magazine, Adam Bruns, editor of *Site Selection*, wrote of Amsterdam: "What if, instead of designing business incubators, accelerators and other science-inflected names for workspace, your whole city was that workshop, custom-designed for exploration, discovery and serendipitous interaction?"

Editors also experienced some of Amsterdam's culture, including a performance by the Royal Concertgebouw Orchestra, and a visit to the Golden Age Exhibition in the Amsterdam Museum. For a sampling of some of the media coverage generated by the tours, visit www.nfia.com/nl_news to read articles written by media tour participants.



Focus On: Medical Imaging

We're living longer, driving up the demand and costs of healthcare. Innovations in medical imaging can help contain current and future costs. Medical imaging comprises all the ways we can generate visual representations of the human body to improve health. The goal is the early detection and treatment of potentially serious health problems to delay, reduce or eliminate their progression. Current research and development aims at minimal to noninvasive techniques.

Cancer and cardiovascular diseases are the main causes of death in developed countries. Top diseases among cancers are those of the breast, prostate and lung. Early, more specific and more focused diagnosis via advances in medical imaging will significantly reduce mortality rates for these cancers.

Neural and neuromuscular diseases such as Alzheimer's, Parkinson's and epilepsy severely impact quality of life. Early, accurate diagnosis will speed

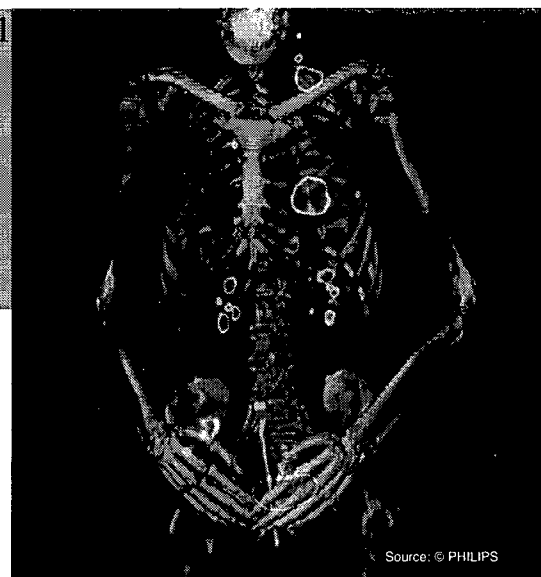
therapies that can delay their onset and slow down their advance.

A prime predictor of coronary heart disease is measurement of blood flow to the heart muscle. X-rays and molecular imaging can quantify this, but require heavy doses of radiation. Cost for these and other imaging techniques used for these tests vary over a wide range. Development of inexpensive, safe imaging techniques for these measurements will greatly improve results and affordability.

The Netherlands is a major contributor to the industry, responsible for developing 16% of the world's medical imaging patents—second only to the United States. Global corporations work closely with specialized Dutch SMEs and research organizations on imaging innovation and economic value. The country's pioneering work is tied to major public-private partnerships in the area of life sciences and materials.

Research organizations

A newly organized Dutch R&D effort is the Center for Medical Imaging—Northeast Netherlands (CMINEN). Its focus: improve existing technologies, discover new ones and optimize their integrated use. CMINEN intends to assess medical imaging techniques, stressing those that best contribute to high-quality and affordable healthcare.

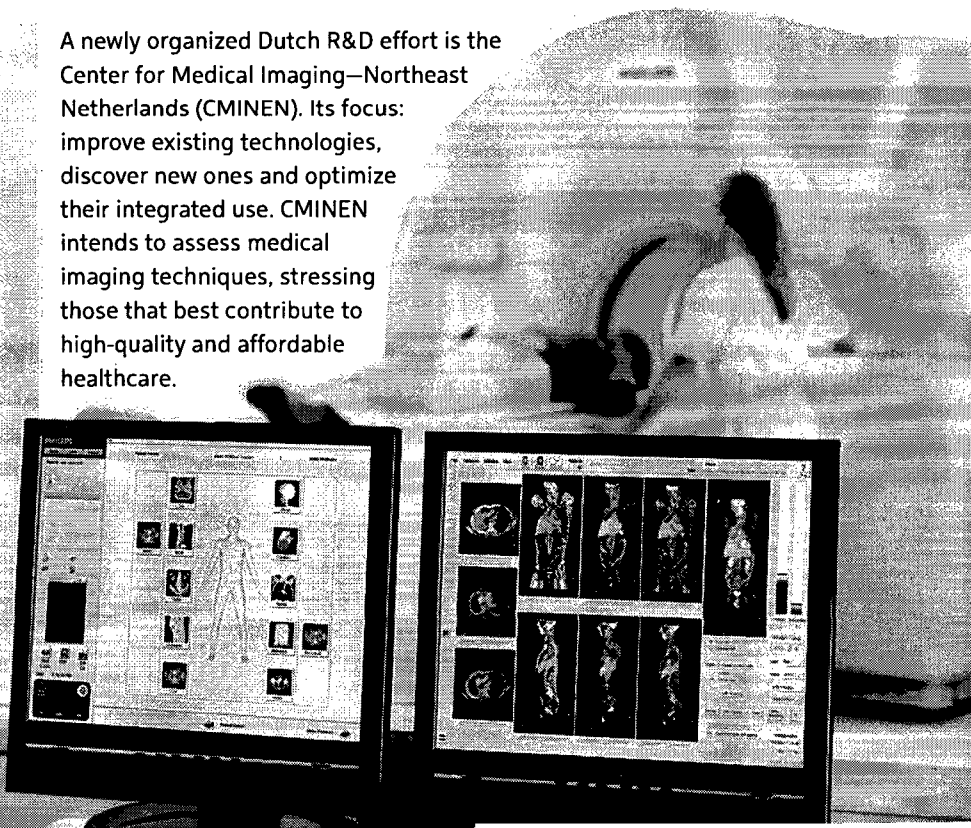


Source: © PHILIPS

According to CMINEN, little or no clinical input underlies the development of these medical devices. The market drives developments. Some 30 companies provide 90% of worldwide supply. As a result, today's medical imaging developments often derive from technical achievements rather than from clinical demand.

CMINEN aims to correct this, aligning developments with clinical needs. Appropriate advances require intensive cooperation between clinicians, biologists and engineers. The center provides a venue for the collaboration of doctors and medical imaging technology experts through intensive knowledge exchange programs and merged research groups.

Source: © PHILIPS



Founding partners for the center are the University of Groningen and its medical center, the University of Twente, and Siemens. As a public-private initiative, the center also incorporates the work of leading knowledge institutes, industrial players, SMEs and government.

Additional research efforts in the Netherlands include:

- The Center for Translational Molecular Medicine develops medical technologies for personalized treatments in the areas of cancer, cardiovascular disease, neurodegenerative disease and infectious diseases. Technologies include molecular diagnostics, molecular imaging, and imaging-guided and activated therapeutics.
- The VUmc and Philips Imaging Center perform joint research into new multi-modality imaging solutions. These solutions will help clinicians determine the presence and extent of many diseases at an earlier stage.
- The Biomedical Engineering department of Technical University Eindhoven shares research and computational facilities with the University of Maastricht. Activities include molecular imaging and biomedical imaging and modeling.

Private sector

Dutch private companies also contribute heavily to finding effective medical imaging solutions.

- Philips technologies include X-ray, ultrasound, magnetic resonance, computed tomography, PET, and radiation oncology systems. Philips Healthcare employs 26% of the company's employees, which number 32,500.
- FEI, a U.S. company whose European headquarters is based in Eindhoven, merged with Philips Electron in 1997.



Source: © PHILIPS

It develops imaging tools for seeing, analyzing, and manipulating two and three-dimensional nanoscale structures.

- Crosslinks, a spinoff from the Medical Center of Erasmus University, specializes in the visualization and exploration of 3D volumetric data in virtual environments. Its high-end imaging tools help researchers and clinicians perform complex multi-disciplinary diagnostics.
- Nucletron, develops radiotherapy products for cancer treatment, including imaging solutions. The company has installed more than 1,000 simulators worldwide, including additional 3D imaging and image intensifier solutions.
- Pie Medical Imaging designs and delivers software solutions for cardiovascular analysis of X-ray, IVUS and MRI data. Clients include research centers, core labs and major equipment manufacturers.

- MILabs BV develops and markets premium imaging systems for pre-clinical biological and pharmaceutical research. The company's first commercial breakthrough came in 2007, and it continues to show very rapid growth.

- VisualSonics, with European headquarters in Amsterdam's Science Park, allows researchers and pharmaceutical companies to perform highly detailed, noninvasive ultrasound studies in mouse models for preclinical research. The company's products are harmless to animals, meaning researchers can study the effects of diseases and treatments over time.

Aside from these companies, the Netherlands also hosts several world-renowned multinational corporations with strong medical imaging reputations, including Toshiba Medical Systems, Siemens Medical Solution Diagnostics, Gilson, Medtronic and Boston Scientific.



Source: © PHILIPS

Source: Heinz

Heinz Launches New R&D Center

In mid-April, the stunning **Heinz European Innovation Center** opened in Nijmegen, a city near the eastern border of the Netherlands. The center stands at the heart of the internationally recognized Dutch Food and Health Valley. It represents a key part of an overall Heinz plan to consolidate a European supply chain hub in the Netherlands, providing operational and tax benefits. The region's leading academic work in core areas of interest and its proximity to Heinz European offices and operations in the Netherlands were factors in management's decision to

build the center in Nijmegen.

The center's mission: to serve as a hub for nutritional science and new product development for Heinz. About 160 staff—chefs, food-scientists, quality engineers and researchers—will work toward bringing cutting-edge food products to Europe, which is a key market for Heinz.

"We aspire to becoming leading innovators in providing great-tasting, healthy food solutions to the markets we serve," said Mark Atkins, vice president R&D Europe for Heinz. Atkins added that the Heinz European Innovation Center is an important economic and scientific asset in the

region with its emphasis on R&D, especially in such areas as new products, nutrition and packaging. The center is the largest R&D facility of Heinz outside the U.S.

The building exudes the qualities of full transparency, openness and entrepreneurship. State-of-the-art facilities include culinary kitchens, a sensory center, a microbiological lab and a pilot plant. The building's design encourages new product development and the presentation of ideas. It enables the center's teams to work more collaboratively with R&D throughout the business, as well as with suppliers, research institutes and other third parties.



Source: Heinz

Dutch-American Ties Support Nearly 680,000 U.S. Jobs

A new report by the Royal Netherlands Embassy found that strong economic ties between the United States and the Netherlands supported nearly 680,000 American jobs in 2011, an increase of 9 percent from the previous year.

The report, "Economic Ties Between the USA and the Netherlands, A Partnership that Works," also shows that both Dutch and American businesses continue to show confidence

in each economy by increasing investments in both countries.

"As the global economy continues on the road to financial recovery, our Economic Ties report proves that durable, bilateral ties consistently yield results for both nations," said Stephen Raes, Minister of the Economic Department of the Royal Netherlands Embassy. "Imagine how much stronger these ties can be when the U.S. and European Union establish a Transatlantic Trade and Investment Partnership."

The United States and the European Union, of which the Netherlands

is a key nation, have launched negotiations on a Transatlantic Trade and Investment Partnership. The Netherlands strongly supports such a partnership.

"This agreement will be crucial to the continued growth of both our economies," said Ambassador Rudolf Bekink. "The numbers in our Economic Ties report can be the seeds to the bountiful trade opportunities that will open up. In nearly every critical trade indicator, such as goods and services imported and exported to each country, the Dutch-U.S. economic ties saw increases."



"First of Its Kind" Drug Discovery Platform Launches in EU

The European Lead Factory, a public-private partnership of 30 international members organized under the EU's Innovative Medicines Initiative (IMI), is bringing together industry and academia with a shared goal of speeding the process of new drug and treatment therapies.

The pan-European organization allows large pharmaceutical companies such as Bayer, AstraZeneca, and Merck to work with small and medium-sized enterprises (SMEs) and academic groups to facilitate new drug development. The goal is to enhance early drug discovery and development of innovative therapies.

IMI Executive Director Michael Goldman called the European Lead Factory an "excellent example" of how a public-private partnership can solve healthcare needs.

"For the first time, it will give European researchers unprecedented access to industry chemical collections and facilitate the translation of their findings into actual treatments for patients," Goldman said.

The European Lead Factory is working on treatments for serious medical issues including Alzheimer's, chronic pain, depression and other ailments.

The seven participating pharmaceutical companies will contribute at least 300,000 "small molecule" chemical compounds from their corporate chemical collections. The academic and SME members will develop an estimated additional 200,000 compounds. This Joint European Compound Collection will be accessible to all project partners and to public organizations offering

promising new targets for drug discovery screening.

The European Lead Factory also includes a European Screening Centre, a high-throughput screening facility that evaluates new compounds in development.

An Innovative Medicines Initiative press release calls the consortium the "first of its kind" and says it will provide public partners with "an industry-like discovery platform to translate cutting-edge academic research into high-quality drug lead molecules on a scale and speed that was not possible previously." The project has an initial five-year budget of €196 million.

The European Lead Factory has locations in Leiden, the Netherlands, and Brussels, Belgium.

The report also showed:

- The Netherlands retained its place as the third-largest foreign investor in the United States, with Dutch investment in American companies at \$240 billion.
- American companies increased their investment in the Netherlands to \$595 billion, making the Netherlands the United States' largest recipient of U.S. foreign direct investment.

More than 850 Dutch companies were located in the U.S. in 2011. Texas, California and Pennsylvania are the states where Dutch investment supports the most jobs.

NFIA Social Media..by the Numbers

On LinkedIn:

The North American Dutch Professionals group has 355 members (at press time).

A sampling of current discussions:

- Testimonial: Creative Niche Finds Amsterdam to Be a Perfect Fit
- King Willem-Alexander: Guardian of Global Water Management
- Dutch-American Ties Support Nearly 680,000 US Jobs

Some of the most popular links NFIA has shared:



- <http://bit.ly/XEKzfc> - High Quality Dutch Foreign Investment Projects Contribute to Dutch Job Retention in 2012
- <http://bit.ly/16cRj7E> - Key Factors for Locating a European HQ in the Netherlands
- <http://bit.ly/WHMzFt> - Royal Netherlands Embassy Issues New Economic Report

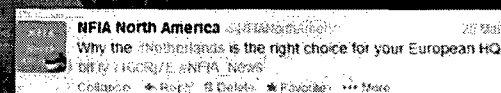


On Twitter:

@NFIANorthAmerica has 368 Followers

Most popular time of day to tweet for NFIA followers: 11 a.m. - noon

Recent most popular tweet:



The Netherlands Welcomes Its New King



Source: RVD

For the first time in 120 years, the Netherlands has a King.

Queen Beatrix, 75, retired from her official post on April 30 after 33 years in service, passing the crown to her eldest son, Willem-Alexander, 46. In doing so, he became the youngest king in Europe.

The historic event — known as Investiture Day — was commemorated by a nautical parade, street festivals and other celebrations as the Dutch populace welcomed the new royal couple and their children.

King Willem-Alexander swore to uphold the constitution at an enthronement ceremony in the Nieuwe Kerk, a decommissioned church, before a joint session of the Dutch parliament.

The King was not officially crowned at the ceremony, because the Dutch monarchy is considered a ceremonial post and not an official ruling position. However, a crown and other jewels were displayed at the ceremony, and he wore a royal mantle that dated back to 1815 that was worn by his mother and grandmother at their investitures.

According to the BBC, King Willem-Alexander has said he wants to “be a king that can bring society together, representative and encouraging in the 21st century.”

King Willem-Alexander's wife is now known as Queen Máxima, and their daughters — Amalia, 9, Alexia, 7, and Ariane, 6 — all received the title of Princess.

The new King and Queen are renowned for their expertise in the fields of water and finance. King Willem-Alexander is considered a water management expert who campaigns for water sanitation and worldwide access to clean

water. Queen Máxima, a former investment banker, has held key roles in the UN and G20 and is an advocate of micro-finance to aid economic development.

The traditional Dutch holiday of Queen's Day, celebrated on April 30, will now be called “King's Day” and move to April 27 to coincide with King Willem-Alexander's birthday.



Source: RVD

Netherlands Foreign Investment Agency

New York Office
East Chrysler Building
666 Third Avenue
19th Floor
New York, NY 10017
Tel: 212-246-1434

Chicago Office
303 E. Wacker Drive
Suite 2610
Chicago, IL 60601
Tel: 312-616-8400
Fax: 312-616-8408

Boston Office
20 Park Plaza, Suite 524
Boston, MA 02116
Tel: 617-426-9224

San Francisco Office
One Montgomery Tower
120 Kearny Street, Suite 3100
San Francisco, CA 94108
Tel: 415-291-2060
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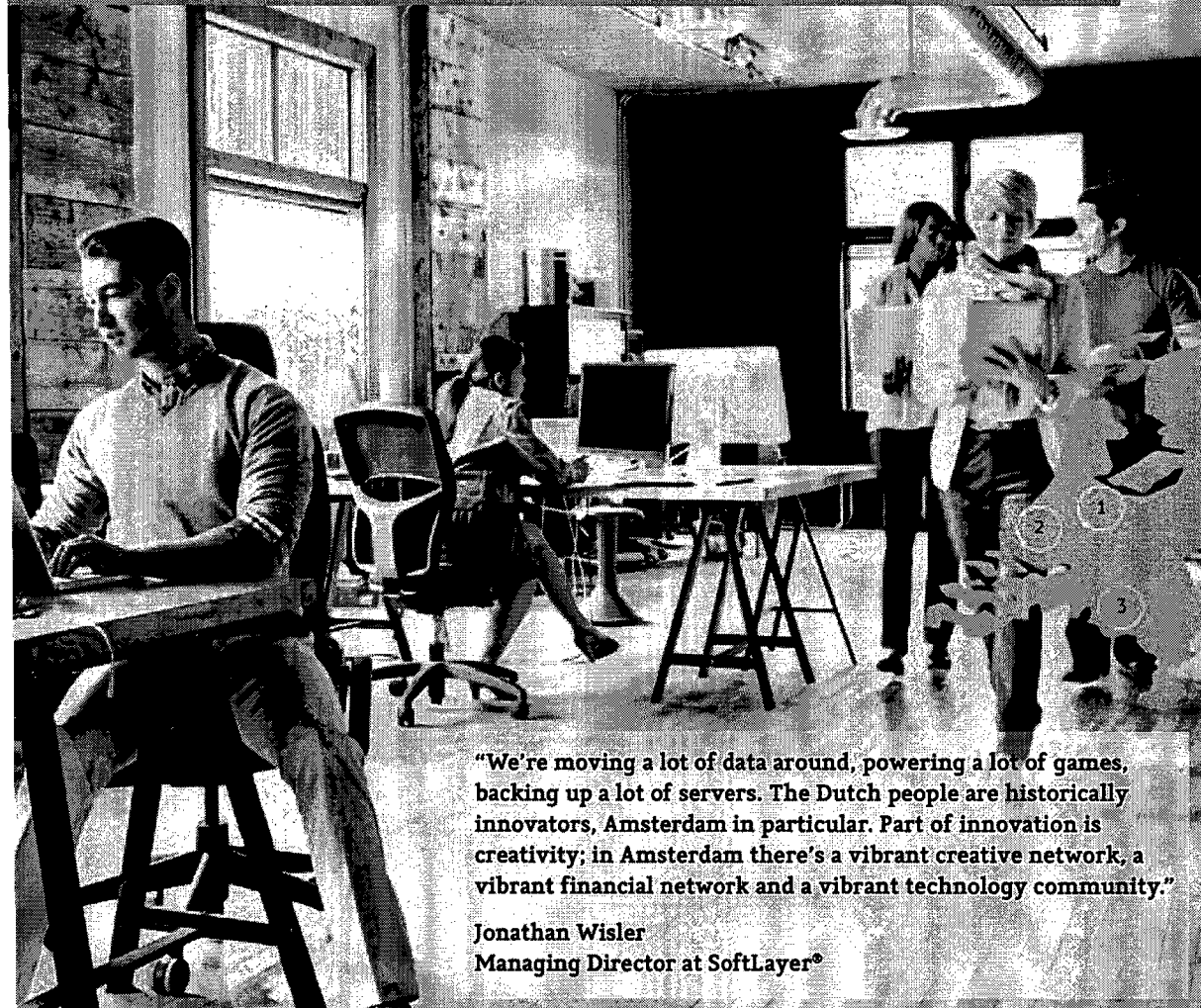
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Atlanta, GA 30361
Tel: 404-879-6760
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As a government agency, the NFIA provides information and practical assistance free of charge. All its services are provided on a confidential basis. These include providing insight and data with regard to site selection and logistics strategies and intensive, personal guidance on such matters as available incentives, permit procedures and tax structures.

E-mail: info@nfia.com

This newsletter is distributed by Aloysius Butler & Clark on behalf of the Netherlands Foreign Investment Agency. Additional information is available at the Department of Justice, Washington, D.C.

The Netherlands—Home to Europe's Most Creative Start-ups



"We're moving a lot of data around, powering a lot of games, backing up a lot of servers. The Dutch people are historically innovators, Amsterdam in particular. Part of innovation is creativity; in Amsterdam there's a vibrant creative network, a vibrant financial network and a vibrant technology community."

Jonathan Wisler
Managing Director at SoftLayer®

The Netherlands is at Europe's leading edge for digital start-ups—if it's "what's next," it's happening in the Netherlands. Here are some of our most highly regarded tech start-up cities to locate your company in.

Major Technology Clusters in the Netherlands

Amsterdam, Utrecht ①

Amsterdam and Utrecht are the creative and entrepreneurial centers of the Netherlands. Both are young student cities that attract a lot of international talent. There are various universities and incubators stimulating a vibrant start-up community.

Rotterdam, Delft, The Hague ②

Cleantech, aerospace and cybersecurity are top industries in Rotterdam and The Hague. "The Hague Security Delta" is attracting an increasing number of international players. The incubator of the Delft University of Technology has created a multitude of high-tech spinoffs.

Eindhoven ③

Declared the "world's smartest region" of 2011 by the Intelligent Community Forum, Eindhoven is home to High Tech Campus, an R&D hot spot for companies such as Philips and ASML. The campus is hosting a growing number of tech start-ups and plays a leading role in the development of Internet-based technologies.

Twente ④

Twente is renowned for medtech, nano and pharma. Start-ups can take advantage of low rents for cleanrooms and an extensive community of researchers. MESA+, one of the largest nano labs in the world, is located at the University of Twente.

Key Advantages of the Netherlands

- High-speed mobile and fixed Internet until the last mile
- Attractive test market, adaptive consumers, open culture
- Vibrant and collaborative start-up community
- An international and multilingual workforce
- A "Highly Skilled Migrant Visa" for international talent
- Attractive tax environment

Quality of Life

- The Netherlands is the fourth-happiest nation on earth*
- There are as many bicycles as people in the Netherlands
- Universal healthcare system and free education
- 90% of all Dutch people speak fluent English
- Costs of living are lower than in many other European cities
- The majority of the world's best 100 DJs are Dutch

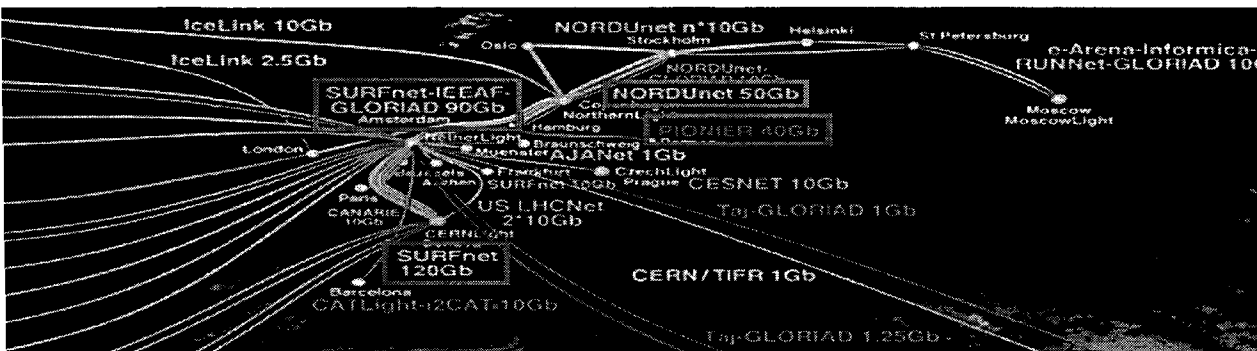
*2013 World Happiness Report from UN Sustainable Development Solutions Network



Pioneers in international business

Digital Gateway and Collaboration-Driven Start-up Community

With Europe's highest Internet speed and its second-highest broadband penetration, the Netherlands is considered the Digital Gateway to Europe. Data hosts and start-ups alike have taken advantage of this network to leverage their business growth. Adding to the attractive infrastructure are a highly multinational and multilingual workforce and a strong creative and graphic industry. An extremely well-connected community of founders, hackers and VCs, combined with an accessible government and an open corporate business culture, have morphed Amsterdam into one of Europe's hottest start-up cities.



Source: Amsterdam Marketing

"Amsterdam is a true port city—international, tolerant and adaptable. These qualities, plus liberal tax laws, make it attractive for foreign companies.... The cloud is connecting Amsterdam start-ups in the way the ocean did in the 15th century."

WIRED.co.uk

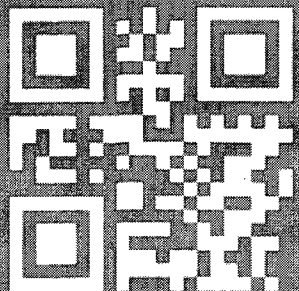
Highly Skilled Migrant Visa

Are you an entrepreneur or investor running a business and looking for the best global talent? Then the Netherlands is the place for you. Unique in Europe, the Netherlands offers a fast-track immigration procedure for highly skilled immigrants from outside the EU. Within four to six weeks, the Dutch government can supply work permits if certain salary requirements are met. Currently, these are:

- A gross salary of €38,141 per year if you are younger than 30
- A gross salary of €52,010 per year if you are older than 30



Source: Amsterdam Marketing



About the Netherlands Foreign Investment Agency

The NFIA is part of the Ministry of Economic Affairs. We help North American firms establish or expand their European operations by having a business base in the Netherlands. Our services are confidential and free of charge, and include:

- Personalized insight and data for your project
- Expert guidance on tax, labor, visa and immigration
- Introductions to a variety of Dutch networks
- Customized fact-finding trips to the Netherlands

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Pioneers in international business

Subject:

NFIA Screenshot 7/1 CFO Growth IO-7053



CFO

Growth Companies



Is the Talent Wound Self-Inflicted?

Growth companies often talk about the talent war — the increasingly fierce competition they face for skilled workers. Peter Cappelli, professor of management at the Wharton School of the University of Pennsylvania, says their pain is self-inflicted.

[Read more »](#)

Capitalizing on R&D

Some companies are finding new uses for internally developed technologies they have sitting on the shelf.



How One CFO Steers Toward Growth

Gerson Lehrman Group finance chief Tania Secor tells how she chooses her priorities at a growing company.

White Papers

The CFO as Catalyst for Change

ORACLE

Oracle and Accenture recently surveyed 930 CFOs across Asia, Europe, Latin America, and North America to understand how finance executives are using their growing influence to manage change and drive growth in this disruptive environment. What we learned was surprising: despite their increased profile, CFOs realize that their role as corporate catalyst remains incomplete.

Maximizing Revenue Through Customer Subscription Process

Sponsored by
Aria

In today's competitive marketplace, it is essential to retain customers and to maximize recurring revenue. As customer habits change, companies must provide customer service through more channels, while ensuring consistency of information at every touch point. This is made even more complex as a growing number of companies introduce subscription based services. Download this Ventana

They recognize that there is still insufficient collaboration between the finance function and the business, and that they are not playing as significant a role as they would like in either strategy or business transformation. How then should CFOs address these challenges?

The Insider's Guide to Outsourcing



Outsourcing—both onshore and off—has become a standard business practice. However, as the economy moves forward, senior finance executives are reconsidering their current strategies, including taking a closer look at costs and moving some services back in-house. While only about 1/3 of CFOs currently outsource, and only 17 percent of that number is outsourced offshore, outsourcing has become a much more prominent practice than it was even ten years ago. Many companies are aware that outsourcing can lead to large cost reductions and increases in efficiency.

Performance Management Solutions Drive Results in Financial Institutions



WHY BANKS AND CREDIT UNIONS ARE TURNING TO PERFORMANCE MANAGEMENT SOLUTIONS Banks and credit unions are relying on performance management solutions more than ever before. Government reform of the financial industry, coupled with increased competitive pressures has driven more financial institutions looking for performance management solutions to support their business in recent years. At Axiom EPM, we understand that banks and credit unions require agile performance management solutions with the sophistication and power to meet the complex needs of their organizations.

Move Forward: Create a more satisfying and productive omni-channel experience



Retailers today confront a struggling global economy, fierce new competitors, extremely empowered consumers, and more stringent regulatory requirements. Most are racing to develop omni-channel capabilities, and all must serve consumers who are more demanding and fickle than ever before. In this environment, retail finance and administrative offices are called on to make faster and better decisions. They are working to capture and use structured and unstructured data from across their ecosystems.

Research white paper to learn more about managing customers to maximizing long-term revenue.

Working Capital Excellence



In this excerpt from the highly-endorsed book "Next Level Supply Management Excellence", thought leaders Robert A. Rudzki and Robert J. Trent explain the important role that your procurement department can play in enhancing working capital. Key initiatives are explained; success factors are described; pitfalls are identified. Learn how to achieve breakthrough change without the risks inherent in conventional consulting recommendations.

The World is Not Flat: The Changing Role of Finance in Today's Global Economy



It's an increasingly complex world. Economic growth rates vary widely from country to country, as do consumer preferences, competitive landscapes, regulatory regimes and infrastructure maturity. Not only is the business environment more complex and unpredictable, never has it been more interconnected and prone to events across the globe. Finance will play a central role in helping companies successfully navigate this new reality. Yet, today's finance functions may not meet the demands of this changing role. What is required is a new generation of finance, transformed to support strong, flexible, scalable operating models that allow organizations to find advantage in the midst of the volatility and uncertainty.

Financial Institution Profitability Measurement and Reporting



Profitability is heart of any financial institution's long and short-term strategy. In today's global economic climate and regulatory environment, determining its key drivers is a mission critical priority. With compressed margins and increasing competition, it is imperative for financial institutions to understand how customers, branches, channels, officers and products contribute to the bottom line

Events

Featured Conference

CFO Rising West: The High-Performance CFO
October 6-9, 2013, Phoenix, AZ

The 8th Annual **CFO Rising West** will bring together senior finance executives to discuss critical issues in the rapidly changing world of corporate finance. This October, the focus is on strategy and innovation. You'll hear from CFOs at leading companies who will discuss the **economic, regulatory and management issues** that are fueling the **transformation of the CFO** and senior finance roles.

Register now and save \$500 on all registration prices. You'll leave the conference with insights and new strategies for enhancing the performance of the finance team and for maximizing the performance of your company.

More Information



Upcoming Webcasts

The CFO Playbook on Growth: Using Technology to Grow Your Small or Midsize Business

Brought to you with
support
from Intacct

July 15

This editorial Webcast will explore the pitfalls, risks, and the benefits of new technologies -- to give CFOs at SMB companies the background they need for their next IT signoff.

Using Cloud Financials to Grow Without Hiring

Sponsored by Intacct

July 18

From this Webcast, you will learn what thousands of companies have discovered -- how to use the power of cloud financials to automate manual and redundant financial processes, as well as how to eliminate the need to add IT and finance staff to support your company's growth.

Mobile Transactions in the BYOD Era: Opportunities and Risks

Sponsored by
Zurich

July 16

During this Webcast, a distinguished panel of experts will posit ways to manage, mitigate and transfer the risks of mobile banking, to ensure that the conveniences the technology presents for both banks and users remain viable.

The War for Talent: How to Better Recruit and Retain the Best and the Brightest

Sponsored by
Workday

July 22

This CFO Playbook Webcast will explore why the war for talent still rages, despite improved employment figures; how to find quality employees that serve specific needs with specific skills; and how to hold onto them in the competitive war for talent.

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Introducing *CFO Excel Pro*, the new weekly e-newsletter from the publishers of *CFO* magazine. Learn practical tips and tricks that every finance

executive can use to save hours spent working in Excel.

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To: kmb.nyc.2012@gmail.com

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CFO

CFO Weekly Briefing



A Different Kind of CFO

Actually there are all kinds, but few with duties as specialized as those of this young finance chief for a burgeoning real-estate investment business.

SEC Eyes Data Mining to Boost Fraud Detection

The "drastically reduced cost" and increased power of analytics are driving efforts to track down companies that seem to be doing a whole lot better than everyone else.

Banks Have More Time to Comply With Offshore Tax Rule

With questions remaining over country agreements, the government has

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A Cautionary Tale About the Sales and Use Tax



given financial institutions a six-month breather.

Debtor-in-Possession Loan Kept Tully's Brewing

Actor Patrick Dempsey of "Grey's Anatomy" fame provided the flash behind the distressed sale of Tully's Coffee. But an out-of-the-ordinary debtor-in-possession loan was the unsung hero.

Cheap Debt Drives Up LBO Valuations

Private-equity firms paid much higher multiples for leveraged buyout targets in June, according to new data from S&P Capital IQ.

Going Private: Tougher than Going Public?

Yes, says a CFO who has done both. Computer-maker Dell may be in for a walk on the private side, but a wild ride is in store for the finance team no matter which buyout bid shareholders select.

Sponsored White Papers

8 Great Ways To Improve
Your Quarter-End Analysis
& Reporting
By Prophix



Business Interaction Management:
A Result of Business Process
Management and Adaptive Case
Management
Your Workforce
By Action Solutions AG



Another quarter-end... masses of data to analyze, complex reports to generate, and a critical deadline to get it all done!

Most of the companies spend 80% of their IT-budgets in 20% of all of their processes. As a consequence they have less than 20% of the budgets left for the adoption of the missing 80% of the business processes. The tool number one used to overcome this issue is e-mail followed phone, mail, chat.

Master Business Forecasting
- Today
By Centage



Equity Compensation
Reporting: A Handbook of
Key Terms
By Corporate Focus



Failures in forecasting can be disastrous, never mind frustrating. If you're ready to move away from spreadsheets and look into new solutions for budgeting, financial planning, and improved business performance, this eBook is a good start to answer a few business questions.

Any company that has an employee stock option plan and reports its financial statements in accordance with GAAP is familiar with the challenges brought on by equity compensation reporting under ASC Topic 718 (formerly Initials: __BB__ FAS 123R). Not only has it changed the way privately-held companies expense their stock options, but it has also introduced a new set of terms.

Applying Moore's Law to
Business Processes
By Genpact



Material Cost Inflation: Leveraging Price
Elasticity to Execute Price Increases with Less
Risk and Uncertainty
By Zilliant



In 1975, Intel cofounder Gordon Moore famously observed that integrated-circuit capacity seemed to double every 18 to 24 months.

Companies around the globe rely on our technology to turn sales strategies into P&L results. Zilliant's proven science and powerful technology gives them unprecedented control of their revenue and margin by delivering valuable guidance directly to the point-of-sale.

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Register now and save \$500 on all registration prices. You'll leave the conference with insights and new strategies for enhancing the performance of the finance team and for maximizing the performance of your company.

More Information



Upcoming Webcasts

Using Cloud Financials to Grow Without Hiring

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July 18

From this Webcast, you will learn what thousands of companies have discovered -- how to use the power of cloud financials to automate manual and redundant financial processes, as well as how to eliminate the need to add IT and finance staff to support your company's growth.

CFO Research: Successful Overseas Growth for SMB Companies -- 2013 Findings

Sponsored by High Street Partners

July 23

The Webcast offers a unique opportunity to gain insights into the challenges and opportunities companies such as yours are most likely to encounter as they expand and operate overseas in search of new revenue and growth.

The War for Talent: How to Better Recruit and Retain the Best and the Brightest

Sponsored by Workday

July 22

This CFO Playbook Webcast will explore why the war for talent still rages, despite improved employment figures; how to find quality employees that serve specific needs with specific skills; and how to hold onto them in the competitive war for talent.

Leading Strategies to Optimize Your Financial Close

Sponsored by SAP

July 25

During this Webcast, you will learn about best practices to ensure you provide adequate resources to align your finance team's operational objectives with your company's business strategy.

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Subject:

NFIA Screenshot 8/1 supplychainbrain.com IO-7018

Which one of Europe's Top 10 Container Ports is growing the fastest?
Mouse over port to see growth

Rotterdam (NL)	Algeciras (ES)
Hamburg (DE)	Gioia Tauro (IT)
Antwerpen (BE)	Felixstowe (UK)
Bremerhaven (DE)	Le Havre (FR)
Valencia (ES)	Barcelona (ES)

33.7%

Learn more at our website
Source: Eurostat, growth rate 2010-2011

Netherlands Foreign Investment Agency

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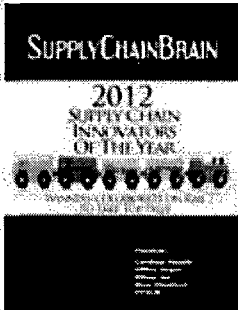
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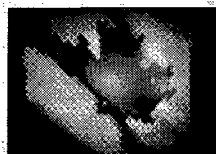
Pfizer Delivers Total Logistics, Visibility and Control

Netherlands Foreign Investment Agency

The Netherlands Foreign Investment Agency (NFIA) helps North American firms establish Netherlands-based logistics operations to distribute products across Europe efficiently. The Netherlands' strategic location, help authorities, advanced and 3PL networks are known as The Gateway. Contact NFIA: 212-24 nfia.com

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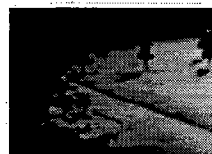
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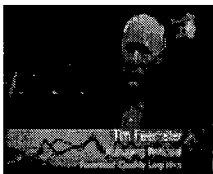
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DC Site Selection - Not As Easy As You Think!

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Effectively Supporting and Managing All of Your Devices

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Network Optimization: Don't Fall Into the Best Answer Trap

It offers maximum flexibility to account for a variety of constraints in choosing the optimal distribution network.

Subject:

NFIA Screenshot 8/17 CFO/Daily News IO-7058

»» INDUSTRY SPOTLIGHT

Five Common European Expansion Mistakes - and How to Remedy Them



Each year, companies both large and small make the big decision to expand to Europe. But many soon find out that although expansion was the right choice, the location they picked was not.

Here are five common European expansion mistakes, and how to remedy them.

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Subject: NFIA Screenshot 8/9 CFO Growth Companies IO-7053

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Date: Fri, Aug 9, 2013 at 11:01 AM

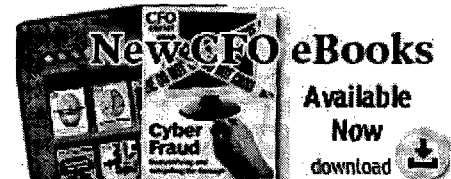
Subject: {Sales} How Twitter Can Avoid Facebook and Groupon's IPO Blunders

To: sales@cfo.com



CFO

Growth Companies



How Twitter Can Avoid Facebook and Groupon's IPO Blunders

A little blue bird says Twitter might be prepping itself for an initial public offering. Here are some ways it could avoid the mistakes of other high-profile social media companies.

Lessons from a High-Growth Guru

The CFO of a fast-growing print management company shares what he has learned.



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Fed May Have to Lower Cap on Debit Card Fees

A court's decision to strike down the Federal Reserve's cap on debit transaction fees will eventually force the banking regulator to revise its ruling, says one attorney.

White Papers

The CFO as Catalyst for Change

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Maximizing Revenue Through Customer Subscription

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Oracle and Accenture recently surveyed 930 CFOs across Asia, Europe, Latin America, and North America to understand how finance executives are using their growing influence to manage change and drive growth in this disruptive environment. What we learned was surprising: despite their increased profile, CFOs realize that their role as corporate catalyst remains incomplete. They recognize that there is still insufficient collaboration between the finance function and the business, and that they are not playing as significant a role as they would like in either strategy or business transformation. How then should CFOs address these challenges?

The Insider's Guide to Outsourcing



Outsourcing-both onshore and off-has become a standard business practice. However, as the economy moves forward, senior finance executives are reconsidering their current strategies, including taking a closer look at costs and moving some services back in-house. While only about 1/3 of CFOs currently outsource, and only 17 percent of that number is outsourced offshore, outsourcing has become a much more prominent practice than it was even ten years ago. Many companies are aware that outsourcing can lead to large cost reductions and increases in efficiency.

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WHY BANKS AND CREDIT UNIONS ARE TURNING TO PERFORMANCE MANAGEMENT SOLUTIONS Banks and credit unions are relying on performance management solutions more than ever before. Government reform of the financial industry, coupled with increased competitive pressures has driven more financial institutions looking for performance management solutions to support their business in recent years. At Axiom EPM, we understand that banks and credit unions require agile performance management solutions with the sophistication and power to meet the complex needs of their organizations.

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Retailers today confront a struggling global economy, fierce new

Process

In today's competitive marketplace, it is essential to retain customers and to maximize recurring revenue. As customer habits change, companies must provide customer service through more channels, while ensuring consistency of information at every touch point. This is made even more complex as a growing number of companies introduce subscription based services. Download this Ventana Research white paper to learn more about managing customers to maximizing long-term revenue.

Working Capital Excellence



In this excerpt from the highly-endorsed book "Next Level Supply Management Excellence", thought leaders Robert A. Rudzki and Robert J. Trent explain the important role that your procurement department can play in enhancing working capital. Key initiatives are explained; success factors are described; pitfalls are identified. Learn how to achieve breakthrough change without the risks inherent in conventional consulting recommendations.

The World is Not Flat: The Changing Role of Finance in Today's Global Economy



It's an increasingly complex world. Economic growth rates vary widely from country to country, as do consumer preferences, competitive landscapes, regulatory regimes and infrastructure maturity. Not only is the business environment more complex and unpredictable, never has it been more interconnected and prone to events across the globe. Finance will play a central role in helping companies successfully navigate this new reality. Yet, today's finance functions may not meet the demands of this changing role. What is required is a new generation of finance, transformed to support strong, flexible, scalable operating models that allow organizations to find advantage in the midst of the volatility and uncertainty.

Financial Institution Profitability Measurement and Reporting



Profitability is heart of any financial institution's long and short-term

competitors, extremely empowered consumers, and more stringent regulatory requirements. Most are racing to develop omni-channel capabilities, and all must serve consumers who are more demanding and fickle than ever before. In this environment, retail finance and administrative offices are called on to make faster and better decisions. They are working to capture and use structured and unstructured data from across their ecosystems.

strategy. In today's global economic climate and regulatory environment, determining its key drivers is a mission critical priority. With compressed margins and increasing competition, it is imperative for financial institutions to understand how customers, branches, channels, officers and products contribute to the bottom line

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Upcoming Webcasts

The CFO Playbook on Finance: Where's the Money? Deeper Insight through Spend Optimization

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August 12

By enhancing the value of procurement, companies can create a culture of spend optimization. In this regard, finance is perceived as the champion, launching the process to enhance spending controls to ensure that every division, department and function--really everyone in the organization--is empowered to spend more responsibly.

Is a CFO Dashboard Right for You? Three Ways Dashboards Prevent Problems with Manual Reporting

Sponsored by Domo

August 21

Inefficiencies and errors caused by manual reporting are putting CFOs under incredible strain. During this Webcast, Scott Lindeman, Vice President of Finance with Domo, and Devin Parker, Senior Director of Enterprise Solutions with Domo, will

Recurring Revenue is Money in the Bank: How to Establish a Successful Subscription-Based Business Model

Sponsored by Aria
Systems

August 20

During this Webcast, a distinguished panel will share their insights about migrating to a subscription-based model, including how to assess and select the right subscription billing platform, what's required to get the new system up and running and how to take advantage of unique ways to price services on a subscription basis versus on a usage-only basis.

The Fast Close Imperative and the Cloud

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Analytics

August 29

Many CFOs and controllers share a similar challenge. They aim to collaborate more effectively with other areas of their companies. To earn the trust of colleagues who lead other areas of their companies, CFOs and controllers must first ensure that the teams they lead are

reveal how business intelligence addresses three issues inherent in manual financial reporting.

able to perform essential functions, such as a timely close, that only a finance operation can fulfill.

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3.2.2. *Phylogenetic analysis*

Figure 10.10

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Subject: NFIA Screenshot 9/14 CFO Weekly IO-7058

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U.S. Companies Turn from Legislation to Competition

In the latest Duke University/CFO Global Business Outlook Survey, U.S. finance chiefs show indications of getting back to business.

Boards, CFOs Out of Whack on M&A Goals

The finance chief and the board of directors often don't see eye to eye on why and how to pursue mergers and takeovers.

Lease Accounting Rules Raise Ire Down to the Wire

Ahead of a key deadline for comments on a new lease-accounting proposal, more discord over the rules surfaces. Equipment lease- financing firms wonder if global convergence can be achieved.

Major Flux for Retiree Health Care

IBM and Time Warner are the latest to say they'll send ex-workers to private health-insurance exchanges. Companies making this move and their retirees could both be better off.

CFOs: Don't Bare Your Soul on Social Media

Would you say that in front of your board of directors? No? Then you shouldn't tweet it or post it on Facebook.

Cutting Costs? Don't Look at Head Count First

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How to Avoid Personal Tax Woes

CFO Leaves Banking for Growing Ad Company

Lawyers Warn of Risks of Cyber Counterattacks

Obamacare Spawns Business Execs' Pessimism

CFOs Should Heed Delaware's Unclaimed Property Manuevers

Three Steps to a More Productive Earnings Call



Trimming non-labor costs, especially by better managing your fast-growing population of external service providers, likely will have greater impact.

Top White Paper Downloads This Week

7 Strong Tactics to Contain Telecom and Wireless Costs



Valicom, a twenty year veteran of telecom expense management, shares strong concrete best practices for reducing costs, increasing operational efficiencies and reducing the risks in your telecom budget.

Understanding the Fully Loaded Cost of Recruiting



Employees are a company's most valuable asset. In order to properly monitor a company's human capital, CFOs and managers of staff must constantly assess employee performance, evaluate career progression and understand the full cost associated with headcount. This paper will identify and evaluate the costs related to recruiting, both direct and indirect.

What You Don't Know Can Hurt You



Your data is telling you something. Are you listening? Data analysis provides answers from three perspectives: historical, current and future. Combined, these three data sets provide decision makers with powerful intelligence delivered from hindsight, insight and foresight. This lays the foundation for dynamic, risk-focused business planning and strategic growth initiatives.

Working Capital Excellence



In this excerpt from the highly-endorsed book "Next Level Supply Management Excellence", thought leaders Robert A. Rudzki and Robert J. Trent explain the important role that your procurement department can play in enhancing working capital. Key initiatives are explained; success factors are described; pitfalls are identified.

CFO Fall 2013 Insurance-Renewal Survey

Because of natural catastrophes, expanded political and economic risks, and the rise of certain kinds of litigation, corporations may have found it hard to buy the right property-casualty insurance at the right price during their recent 2013 policy renewals.

As a result, senior financial executives and risk managers might encounter higher insurance expenses and/or a lack of important coverage. This survey seeks your views on the challenges your companies are facing in renewing their insurance.

As thanks for your participating, we'll enter your name in a drawing for a **\$50 American Express Gift Card**.

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the performance of the finance team and for maximizing the performance of your company.

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Managing a Growing, Global Organization in the Cloud

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September 19

Managing a growing, global organization presents a series of challenges for Finance professionals. Distributed international teams, unique and changing markets, multiple currencies and more make it hard for Finance and Accounting professionals to get past gathering and verifying data to the "dream" of providing real insight to improve the performance of the business.

How to Improve the Accuracy and Transparency of Your Financial Close

Sponsored by Hyland Software

September 25

This is one Webcast you will not want to miss if you aim to optimize your financial close, and, as a result, free up your finance team to focus on improving your company's performance rather than on completing the next monthly report.

Turbo-Charge Finance for Growth with Cloud Financials

Sponsored by Netsuite

September 24

From this Webcast, you will learn how companies like yours are leveraging cloud financials to help achieve business growth while improving employee productivity at a reasonable economic cost. A panel of finance executives will share their experiences of how cloud financials provides value as a practical solution that delivers significant results in their respective companies.

CFO Alert: Global Litigation Risks Rise Sharply For Directors and Officers

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October 1

While serving on a board of directors carries with it great standing, it also invites growing liability for wrongful acts related to business insolvencies, employment decisions, infringement of intellectual property, and botched mergers and acquisitions. New laws and regulations around the world now increase the threat of such litigation for both board directors and company officers.

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Subject:

NFIA Screenshot 9/17 CFO Daily IO-7216

» INDUSTRY SPOTLIGHT

Five Common European Expansion Mistakes - and How to Remedy Them



Each year, companies both large and small make the big decision to expand to Europe. But many soon find out that although expansion was the right choice, the location they picked was not.

Here are five common European expansion mistakes, and how to remedy them.

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Subject: NFIA Screenshot 9/20 CFO Growth IO-7053

From: Growth Companies Newsletter from CFO [<mailto:Newsletters@cfo.com>]

Sent: Friday, September 20, 2013 12:06 PM

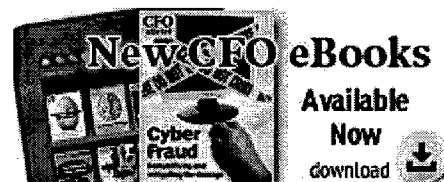
To: Jill Ditton

Subject: Innovation: a Make-or-Buy Decision



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Innovation: a Make-or-Buy Decision

To make the most of their investments, some companies set guidelines that help them decide when to innovate internally and when to acquire.

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Boards, CFOs Out of Whack on M&A Goals

The finance chief and the board of directors often don't see eye to eye on why and how to pursue mergers and takeovers.

U.S. Companies Refocus on Competition

In the latest Duke University/CFO Global Business Outlook Survey, U.S. finance chiefs show indications of getting back to business.



White Papers

The CFO as Catalyst for Change

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Oracle and Accenture recently surveyed 930 CFOs across Asia, Europe, Latin America, and North America to understand how finance executives are using their growing influence to manage change and drive growth in this disruptive environment. What we learned was surprising: despite their increased profile, CFOs

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In today's competitive marketplace, it is essential to retain customers and to maximize recurring revenue. As customer habits change, companies must provide customer service through more channels, while ensuring consistency of information at every touch point. This is made even more complex as a growing number of companies

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Outsourcing-both onshore and off-has become a standard business practice. However, as the economy moves forward, senior finance executives are reconsidering their current strategies, including taking a closer look at costs and moving some services back in-house. While only about 1/3 of CFOs currently outsource, and only 17 percent of that number is outsourced offshore, outsourcing has become a much more prominent practice than it was even ten years ago. Many companies are aware that outsourcing can lead to large cost reductions and increases in efficiency.

Performance Management Solutions Drive Results in Financial Institutions



WHY BANKS AND CREDIT UNIONS ARE TURNING TO PERFORMANCE MANAGEMENT SOLUTIONS Banks and credit unions are relying on performance management solutions more than ever before. Government reform of the financial industry, coupled with increased competitive pressures has driven more financial institutions looking for performance management solutions to support their business in recent years. At Axiom EPM, we understand that banks and credit unions require agile performance management solutions with the sophistication and power to meet the complex needs of their organizations.

Move Forward: Create a more satisfying and productive omni-channel experience



Retailers today confront a struggling global economy, fierce new competitors, extremely empowered consumers, and more stringent regulatory requirements. Most are racing to develop omni-channel capabilities, and all must serve consumers who are more demanding and fickle than ever before. In this environment, retail finance and administrative offices are called on to make faster and better decisions. They are working to capture and use structured and unstructured data from across their ecosystems.

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Financial Institution Profitability Measurement and Reporting



Profitability is heart of any financial institution's long and short-term strategy. In today's global economic climate and regulatory environment, determining its key drivers is a mission critical priority. With compressed margins and increasing competition, it is imperative for financial institutions to understand how customers, branches, channels, officers and products contribute to the bottom line

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October 6-9, 2013, Phoenix, AZ

The 8th Annual **CFO Rising West** will bring together senior finance executives to discuss critical issues in the rapidly changing world of corporate finance. This October, the focus is on strategy and innovation. You'll hear from CFOs at leading companies who will discuss the **economic, regulatory and management issues** that are fueling the **transformation of the CFO** and senior finance roles.

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How to Improve the Accuracy and Transparency of Your Financial Close

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September 25

This is one Webcast you will not want to miss if you aim to optimize your financial close, and, as a result, free up your finance team to focus on improving your company's performance rather than on completing the next monthly report.

Turbo-Charge Finance for Growth with Cloud Financials

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From this Webcast, you will learn how companies like yours are leveraging cloud financials to help achieve business growth while improving employee productivity at a reasonable economic cost. A panel of finance executives will share their experiences of how cloud financials provides value as a practical solution that delivers significant results in their respective companies.

CFO Alert: Global Litigation Risks Rise Sharply For Directors and Officers>

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While serving on a board of directors carries with it great standing, it also invites growing liability for wrongful acts related to business insolvencies, employment decisions, infringement of intellectual property, and botched mergers and acquisitions. New laws and regulations around the world now increase the threat of such litigation for both board directors and company officers.

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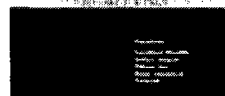
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Italika, the top-selling brand of motorcycle in Mexico, improves on-time delivery of parts shed from China by changing port-to-port ocean routing and transportation.

K&N Opens First Distribution Center in Singapore

Kuehne + Nagel has opened a new control center for integrated logistics in Singapore, as it looks to strengthen its regional market position.

DHL to Make New Investment in Logistics Operations in Philippines

Logistics firm Deutsche Post DHL is investing \$25m in its operations in the Philippines to further expand its supply chain business and warehousing facilities.

Organization Tasked with Putting Some Pep in Britain's Automotive

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Like many global economies, Europe is experiencing weakness. But that's not a reason to take it off your consideration list for business expansion strategies. Europe is a mature market that, like the US, has put into place structural reforms to help it recover sooner. And that's why it might make sense for you to consider operations there.



Read about how one company has found success with European expansion.

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CFOs to Congress: "This Isn't a Game"

A temporary solution to the budget battle may not be enough to reverse the ill effects of the federal government shutdown, say finance chiefs.

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Data Firm Muscles Up, Hires Its First CFO

At a succession of finance jobs he's held the past 15 years, a facility for data collection and analysis has made the difference for Steven Love, the first CFO of Evolv.



Midsize Companies Move to Private Health Exchanges

Mercer announces 33 new users for its active-employee exchange product, most with between 100 and 3,000 employees.

White Papers

The CFO as Catalyst for Change

ORACLE

Oracle and Accenture recently surveyed 930 CFOs across Asia, Europe, Latin America, and North America to understand how finance executives are using their growing influence to manage change and drive growth in this disruptive environment. What we learned was surprising: despite their increased profile, CFOs realize that their role as corporate catalyst remains incomplete. They recognize that there is still insufficient collaboration

Maximizing Revenue Through Customer Subscription Process

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In today's competitive marketplace, it is essential to retain customers and to maximize recurring revenue. As customer habits change, companies must provide customer service through more channels, while ensuring consistency of information at every touch point. This is made even more complex as a growing number of companies introduce subscription based services. Download this Ventana Research white paper to learn more about managing customers to

between the finance function and the business, and that they are not playing as significant a role as they would like in either strategy or business transformation. How then should CFOs address these challenges?

The Insider's Guide to Outsourcing



Outsourcing-both onshore and off-has become a standard business practice. However, as the economy moves forward, senior finance executives are reconsidering their current strategies, including taking a closer look at costs and moving some services back in-house. While only about 1/3 of CFOs currently outsource, and only 17 percent of that number is outsourced offshore, outsourcing has become a much more prominent practice than it was even ten years ago. Many companies are aware that outsourcing can lead to large cost reductions and increases in efficiency.

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CFOs to Congress: "This Isn't a Game"

A temporary solution to the budget battle may not be enough to reverse the ill effects of the federal government shutdown, say finance chiefs.

Treasurers Brace for Market Turmoil

As Congress fails to repair the rift over raising the nation's borrowing limit, smart companies are guarding against a liquidity crisis.

Midsize Companies Move to Private Health Exchanges

Mercer announces 33 new users for its active-employee exchange product, most with between 100 and 3,000 employees.

The Top 50 Most Reputable Companies

Companies that are reliable, able to manage expectations, follow regulations and earn profits rank high on a new measure of reputation.

Detroit CFO Apologizes for Offending Co-workers

The city's treasurer accuses her boss of creating "a hostile work environment."

Calm, Cool and Collecting

How HVAC giant Lennox International transformed its credit and collections function.

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CFOs: Chief Stewards, Chief Strategists



U.K. Watchdog Softens Stance on Auditor Rotation

Companies will have to put out their audit contract for tender every ten years, rather than every five years.

Top White Paper Downloads This Week

The Value of Technology in Managing Sales Incentive Compensation



The sales compensation model is under such intense scrutiny from government regulators, shareholders and the marketplace, it is no wonder that concern over corporate results has led to heightened interest in protecting the company against excessive risk in incentive plans.

Coping with the unknown: Risk management strategies for an uncertain world



To help executives succeed in today's era of complexity and uncertainty, this report focuses on the strategies and tools that firms can use to manage "unknown" risks, particularly unexpected external events.

Mission Critical: Controlling Global Mobile Roaming

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Topic of the Week: What you need to know about ERPs

When Bloomberg ranked Europe's best business locations, who came out on top?

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France
Austria

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Employee share ownership has merit. But that does not justify further government incentives.

Bank CFO Pay Continues Post-Crisis Ascent

Collectively, CFOs of U.S. banks and thrifts received their fourth straight increase in annual compensation in 2012, according to SNL Financial.

CASH MANAGEMENT

Checks Ceding Ground to Electronic Payments

Companies are slowly converting check payments into wire-transfer, ACH-debit and purchasing-card transactions.

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Law-enforcement officials agree that the benefits of a virtual currency like Bitcoin outweigh the risks, but they also insist Bitcoin needs regulation.

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Source: 2012 Bloomberg Index

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RISK MANAGEMENT | November 19, 2013 | CFO.com | US

Why Finance Chiefs Should Lead on Cyber-Security

With attacks targeting financial data and other critical assets, CFOs must set the tone when it comes to identifying and thwarting cyber-threats.

Tom McGrath and Terry Jost

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AA



It's 4:03 a.m., and the CFO's smartphone rings. Never a good sign.

One of the company's databases has been breached. Details are still sketchy, but it appears customer records, including credit card and Social Security numbers, have been stolen. It's going to be a long day.

CFOs, if you think this cannot happen to you, think again. Organizations are now experiencing an average of 122 successful cyberattacks *per week*, up from 102 in 2012, according to a recent Ponemon Institute study.

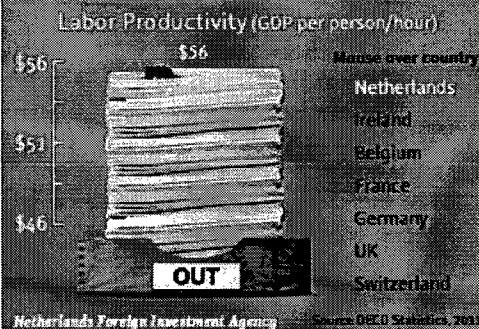


Tom McGrath,

CFOs, if you think this is not your responsibility, think again. Across nearly every industry, today's enterprise measures a significant portion of its overall value based on assets such as financial data and intellectual property. Keeping those assets safe from cyberthreats is a mission that increasingly involves finance executives.

Recorded by NSD/EAR/CRB/CIO and CFO Council on 11/12/2013 12:02:45 PM

Which of these European countries has the highest labor productivity?



Netherlands Foreign Investment Agency

Source: OECD Statistics, 2011

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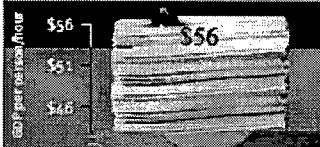
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Source: OECD Statistics, 2011

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ACCOUNTING & TAX | November 22, 2013 | CFO Magazine

Cities on the Brink

Municipal finance chiefs are fighting to keep their troubled cities solvent. Sometimes it's a losing battle.

Russ Banham

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Prior to its incorporation in 1850, Stockton, Calif., was known as Fat City, and later Mudville. Prophetically, its financial fortunes followed this progression in names from boom to bust. Stockton filed for bankruptcy in 2012, and until Detroit went bankrupt earlier this year, it had the dubious distinction of being the largest city in the country to seek Chapter 9 protection. The cities are two of 12 other municipalities that have petitioned for bankruptcy protection since 2008, among them Jefferson County, Alabama; Harrisburg, Pennsylvania; and Vallejo, California. Eight of these filings occurred in the last three years.

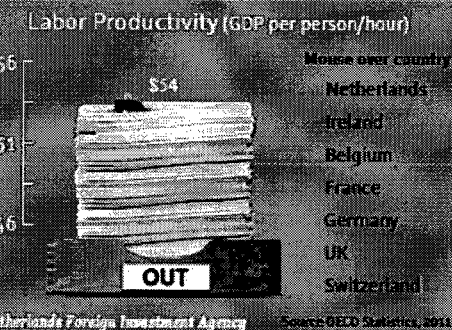
To be sure, the Great Recession was a big factor in these bankruptcies, but it wasn't the smoking gun. The fiscal distress plaguing dozens if not hundreds of municipalities nationwide are hinged to past sins, and today their finance managers are desperately trying to set them on a straight and fiscally responsible path.

"It takes a CFO to say, 'Wait a second. Let's get an actuary to cost

Take Stockton, which city manager Bob Deis calls "a cautionary tale." Brimming with property-tax revenues in the early 2000s, the city issued millions of dollars in bonds to build a marina and the 12,000-seat Stockton Arena. The booming stock market bolstered the

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Amsterdam (NL) 33.7%

Rotterdam (NL) 33.7%

London (GB) 33.7%

Genoa (IT) 33.7%

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Freight Consolidation Program Pays Off Big for Sun-Maid

Netherlands Foreign Investment Agency

The Netherlands Foreign Investment Agency (NFIA) helps North American firms establish Netherlands-based logistics operations to distribute their products across Europe more efficiently. The Netherlands' strategic location, helpful customs authorities, advanced transport and IT infrastructure are why it is known as The Gateway To Europe. Contact NFIA: 212-246-1434 or nfi.com

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Freight Consolidation Program Pays Off Big for Sun-Maid

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It offers maximum flexibility to account for any scenario, rule or constraint in choosing the optimal distribution center network

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With NFIA, companies like E.ON Energy, Coca-Cola, Volvo, Shell, Kvaerner and Tata Consulting Services found a partner with proven knowledge and experience with all issues that foreign investors in the Netherlands might encounter, and who can, quickly and on a confidential basis:

- Set up preliminary inquiries in meetings and provide up-to-date, personalized information on the Netherlands in general, relevant business locations, Dutch high-tech and law regulations, wage wages, permit procedures, governmental incentives and many other subjects.
- Offer personal guidance and coaching, starting in the capacity of coach, regarding site selection and logistics of supplies, land structures, labor and permits.
- Introduce contacts in the field of business partners, government authorities, a variety of Dutch networks and service providers, and other relevant contacts in the investment process.
- Organize customized fact-finding visits close to your client with the network of regional economic development centers.
- Support the governance and further enhancement of a favorable Dutch investment climate.
- Develop concrete solutions that simplify and expedite establishment in the Netherlands.
- Provide dedicated assistance for foreign technology companies seeking European partners.
- Take on-site support to help agricultural, chemical, and other industries.
- Offer advice to the state, regional and EU governments.

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Subject: NFIA Screenshot 11/12 CFO Daily IO-7216

----- Forwarded message -----

From: **CFO Daily News** <Weekly@cfodailynews.com>

Date: Tue, Nov 12, 2013

Subject: Dutch-American Economic Ties Support 680,000 US Jobs

» INDUSTRY SPOTLIGHT

Dutch-American Economic Ties Support 680,000 US Jobs

More than 680,000 American jobs resulted from economic ties between the United States and the Netherlands in 2011, according to a recent report by the Royal Netherlands Embassy. This figure represents a 9 percent increase from the previous year, translating to jobs for 55,000 more Americans.



The report, "Economic Ties Between the USA and the Netherlands, A Partnership that Works," explores data on trade, investments, R&D cooperation, and job creation. This article details the report's key findings.

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